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Chief Executives Board for Coordination

9 November 2016

Report of the High-level Committee on Management at its thirty-second session

(UNESCO headquarters, Paris, 3 and 4 October 2016)

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I. Introduction

1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-second session on 3 and 4 October 2016 at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO), in Paris. The meeting was chaired by the Director-General of UNESCO. The Vice-Chair was the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

2. The agenda adopted by the Committee is reflected in the table of contents. The complete list of participants is provided in annex I. The checklist of documents is provided in annex II. All documents related to the session are available on the website of CEB (www.unsceb.org/content/oct-2016).

3. The Chair of the High-level Committee on Management opened the meeting, expressing her confidence that the Committee was fully prepared to support a common and coherent implementation of the 2030 Agenda. She encouraged the Committee to closely align with the processes in the Economic and Social Council and the quadrennial comprehensive policy review in order to be impactful and coherent. It was noted that the United Nations system was in an era of change and needed to stay innovative and keep renewing itself. The Chair encouraged the members of the Committee to take ownership and demonstrate leadership, in particular with a view to the Committee's strategic plan for 2017-2020 but also to support the development of characteristics for leaders in the Sustainable Development Goals era and the strengthening of the response to cases of sexual exploitation and sexual abuse. She expressed her intent to utilize the session to further consolidate the unity across the system through the concrete proposals and decisions of the Committee on the items of the agenda.

4. After having welcomed the new representatives to the Committee, the Chair also thanked the Vice-Chair, Jan Beagle, for her support in the preparation and the work of the Committee.

II. Agenda item 1: strategic plan of the High-level Committee on Management for 2017-2020

5. The Chair introduced this item, recalling that, in the period from 2013 to 2016, the work of the High-level Committee on Management had proceeded along the five strategic priorities set out in the Committee's first strategic plan. The strategic results 2013-2016 paper (CEB/2016/HLCM/3) highlighted the achievements made by the Committee against its strategic plan, providing stakeholders with an overview of the work and benefits realized in management and business operations since 2013, yielding a more collaborative United Nations system at the global, regional and country levels.

6. At its thirty-first session, the Committee agreed that a draft strategic plan and the corresponding results framework for the new period would be prepared for review and approval by the Committee, and subsequent endorsement by CEB, at their respective fall sessions.

7. The Chair underlined that both documents would be further reviewed for any adjustments in the spring of 2017, on the basis of the intergovernmental mandates that would be provided by the new resolution on the quadrennial comprehensive policy review and of the vision for management reform that may be formulated by the new Secretary-General. This was in line with the spirit of these documents, which needed to be considered as living tools, subject to revision and update based on emerging needs and new intergovernmental mandates.

8. The Chair noted that there had been considerable discussion in the Committee and other forums on the strategic direction needed to support the delivery of the 2030 Sustainable Development Agenda (among others, the outcome of the joint High-level Committee on Management-High-level Committee on Programmes retreat, the High-level Committee on Management's strategic results paper, the outcome of the United Nations Development Group-Business Operations Working Group retreat in March 2016 and the discussion paper by the Human Resources Network on the evolution of a global United Nations system workforce).

9. Furthermore, the CEB secretariat held a series of individual consultations with all members of the Committee, and the directions provided during those consultations had been used as input into the draft plan and results matrix. In particular, significant interest had been expressed for Committee to play a role in the area of "partnerships", as a key priority for the United Nations system moving forward. Hence, an additional priority area (B) had been added to the draft strategic plan, as compared with the list of priorities that the Committee had preliminary agreed in March.

10. During the discussion, the members of the Committee expressed broad support for the priority areas identified in the draft plan and on the related outputs and activities. Initial suggestions for revised or additional wording were provided, with the agreement that organizations could send specific comments to the CEB secretariat after the session of the Committee, prior to the finalization of the draft plan and submission to CEB. Organizations were also asked to provide an indication on their interest and availability to engage more actively in any particular areas of work.

11. The Committee noted that several activities in the results framework were already ongoing, with some of them at an advanced stage.

12. The members of the Committee noted with appreciation the inclusion, under priority B, of work towards reviewing the United Nations procurement policies and other drivers of women's economic empowerment, as identified in the Secretary-General's High-level Panel on Women's Economic Empowerment. With respect to climate neutrality, the members of the Committee recognized that the aim was for footprint reduction and not only neutrality. With respect to priority C, "Attract and retain a highly skilled international civil service able to address issues that are increasingly cross-disciplinary and require multisectoral approaches", members noted the importance of developing work in this area, with an emphasis on the aspects related to leadership, ethics and accountability; broadening the concept of diversity to include concepts such as disabilities; and, placing further attention on performance management, with respect to both rewarding mechanisms and managing underperformance.

13. Regarding priority D, "Foster the organizations' responsibility for the safety and security of their staff", the Chair brought to the attention of the Committee a letter from the Under-Secretary-General for Safety and Security, highlighting that all aspects of "duty of care", including those related to psychosocial issues, health, human resources and administration, should be given due consideration in taking forward work in this area. The Committee broadly agreed that the concepts of health and well-being needed to be explicitly included in the formulation of priority D, with due attention to the shared responsibility of the Organization and of individual staff members in all matters related to safety and security.

14. The Committee agreed that the new strategic plan had to take into consideration the changing security situation in which United Nations personnel operated, reviewing and addressing new areas of threat, also in view of the significantly higher number of United Nations staff that were now working in high-risk duty stations as compared with the past.

15. In conclusion, the Chair noted that the subject of safety and security and, more broadly, of duty of care, would benefit from a discussion at a different level, and proposed to raise the issue with the Secretary-General for inclusion in CEB discussions, as appropriate.

16. On the topic of quality, accessible, timely and reliable disaggregated data (priority E), the proposed lines of work were agreed, under the overarching framing of the role of data in supporting organizations to deliver their priorities on the 2030 Agenda, and comprehensively and transparently reporting to stakeholders.

17. On priority F, "Drive forward the agenda on risk management and resilience-building in close collaboration with the United Nations Development Group and the High-level Committee on Programmes", the Committee received a briefing on the discussions in the High-level Committee on Programmes, which was looking at the topic from a risk prevention and resilience management perspective, focusing on external risks and on what programme countries could do to reduce risk and develop mitigation measures. The concept of business continuity was raised as a topic relevant for the High-level Committee on Management, broadening the scope of the Committee's attention to organizational risk management, duty of care, reputational risk and so forth, beyond the traditional focus on risk from a solely financial perspective.

18. **The High-level Committee on Management:**

(a) Approved the strategic plan for 2017-2020, incorporating changes and adjustments in accordance with the discussion during the session, for submission to CEB at its second regular session for 2016;

(b) Requested organizations to provide suggestions for prioritization, refinement and adjustment to the draft results framework, including an indication of commitment to take an active role in any of the agreed activities;

(c) Requested the CEB secretariat to finalize the draft results framework on the basis of the input received during and following the discussion, for submission to CEB at its second regular session for 2016.

III. Agenda item 2: operationalizing the Chief Executives Board common principles for the implementation of the 2030 Agenda for Sustainable Development

19. The Chair reminded the members of the Committee that the Committee had reviewed a draft set of CEB common principles for the implementation of the 2030 Agenda for Sustainable Development, which were subsequently approved by CEB at its session in April 2016. At its current session, the Committee was to consider concrete actions to operationalize these principles, in line with the priorities set out in its current and forthcoming strategic plans.

A. United Nations system model for transformative "leaders of the future"

20. The Vice-Chair recalled that in concluding the formal session of CEB in April 2016, the Secretary-General had tasked the CEB high-level committees with developing a shared concept of the leadership characteristics necessary in the Sustainable Development Goals era, across different functions, levels and locations.

21. Accordingly, a joint task team of the High-level Committees on Management and on Programmes, facilitated by the United Nations System Staff College, had been formed to undertake a consultative process to develop a United Nations system leadership framework. Representatives of the United Nations Development Group Working Group on Leadership had also been closely engaged to ensure complementarity with its work on this subject. The Vice-Chair stated that the efforts of the three committees would be integrated into a joint proposal for consideration by CEB at its first regular session of 2017.

22. The Vice-Chair brought to the Committee's attention the discussion paper prepared by the joint task team as well as the draft proposal of the United Nations Development Group on leadership. She informed the Committee that the High-level Committee on Programmes had also taken up this item at its thirty-second session, held on 29 and 30 September 2016.

23. The discussion paper was introduced by Claire Messina, the Deputy Director for Programme Management and Business Development at the United Nations System Staff College. She indicated that agencies had expressed a preference for a "framework" — a lighter and less prescriptive format than a "model" — to serve as guidance and to lead to concrete applications at the agency, inter-agency and system-wide levels. The task team recommended a focus on characteristics that were new or different from those in existing competency models.

24. Ms. Messina noted that the process to develop the framework would be highly participatory, with a view to leading to a high level of ownership by United Nations system entities and therefore a high uptake of the framework. It would also seek to model some of the behaviours to be included in the framework itself, namely: the co-creation of both process and framework; the involvement of United Nations staff across functions, levels and locations; and consultation with non-United Nations stakeholders. As indicated by the Vice-Chair, the framework would incorporate and build upon the work done by the Working Group on Leadership over the past two

years, which had articulated the United Nations system's higher-level values and the identity of its leadership as civil servants. The joint task team would complement it by going into more detail on what leaders should do and how the framework could be implemented.

25. The Deputy Director highlighted the three major new implications of the 2030 Agenda for the leadership framework identified so far by the task team: system thinking, co-creation and managing change and innovation. She elaborated that the system lens was needed to effect change in the context of the complex and demanding 2030 Agenda, and that this proficiency must be strengthened among staff. Co-creation was the step beyond coordination and collaboration, and was necessary to overcome silos within the United Nations system and to improve work with outside partners. Innovation was key to changing the way the United Nations system organizations worked.

26. On behalf of the task team, Ms. Messina welcomed the Committee's feedback and guidance on the elements presented, and sought additional views on how leadership characteristics in support of the 2030 Agenda differed from current leadership concepts, and on how to embrace and leverage the differences in the United Nations system while striving for a common framework, as well as on what would make the framework inspiring to staff.

27. John Hendra, the Co-Chair of the Working Group on Leadership, introduced the Committee to the work the Working Group had undertaken since 2014. He highlighted that, in order to look at leadership comprehensively, the membership of the Working Group had been extended to include several entities not part of the United Nations Development Group, including the Departments of Safety and Security, Peacekeeping Operations and Political Affairs, and the Office for the Coordination of Humanitarian Affairs (OCHA).

28. To inform its proposal, the Working Group had reviewed the implications of the 2030 Agenda as well as of other important policies, including the Human Rights Upfront policy, the revised job description of Resident Coordinator and United Nations Country Team Code of Conduct, the revised Resident Coordinator Competency Framework, the leadership principles in the redesign of the performance appraisal process for Resident Coordinators/United Nations country teams, multiple policy guidance notes and peacekeeping reviews and policies. The Working Group had facilitated discussions at a series of leadership seminars convened with resident coordinators, members of United Nations country teams, senior headquarters leaders and others in New York, Geneva and Bangkok, culminating in the dedicated leaders' discussion held at Battery Park, New York, in the summer of 2015. To further refine the concept, it had also facilitated a dedicated session among Assistant Secretaries-General and other leaders at a retreat organized by the United Nations Development Group Advisory Group in 2015.

29. The proposed leadership model identified seven principle characteristics of a United Nations leader: norm-based, principled, accountable, multidimensional, transformational, collaborative and self-applied. The model was grounded in the Charter of the United Nations, norms and standards from across the United Nations system and treaties and declarations. It looked across the United Nations pillars with a view to being fit for purpose in support of the integrated 2030 Agenda, including to promote peace and security, protect human rights, address humanitarian needs

and advance economic and social progress and development. The Advisory Group had approved the model in September 2016, and it was to be presented to the United Nations Development Group for endorsement during the week of 10 October 2016. Already, the concepts of system thinking, co-creation and innovation identified by the joint task team were reflected in the leadership model.

30. In concluding his remarks, Mr. Hendra stressed that ambition was critical in the context of transformational leadership. This joint effort on leadership had to identify what culture would enable the United Nations system to react in a more integrated and innovative manner in the context of the 2030 Agenda. It would be necessary to define transformative leadership and identify how to create an environment to retain current staff and attract future talent with the ability to support the ambitious agenda. On behalf of the Working Group, he expressed appreciation for the opportunity to share its proposal and interest in coordinating with the High-level Committees on Management and on Programmes to bring the work together and elevate it for consideration by CEB.

31. Before opening the floor for discussion, the Vice-Chair underscored the intent of CEB to develop more than a human resources tool, rather envisaging a higher-order effort by the three high-level committees to ensure that leadership could leverage the specialization of their entities in such a way that was greater than the sum of its parts and demonstrated the value added of the system.

32. The Committee was supportive of the work completed by both the joint task team and the Working Group on Leadership and looked forward to considering a unified and comprehensive joint product for submission to CEB at its first regular session for 2017. The Committee agreed that the framework should be a strategic instrument to promote organizational change, going beyond a traditional narrow human resources tool. Members supported the intent of the three high-level committees of CEB to develop tools and guidance to operationalize the conceptual framework within organizations. The co-chair of the Human Resources Network offered the Network's full support to the initiative and its assistance in operationalizing the framework, once established.

33. The importance of using one common model that built on the existing competency frameworks to inform individual leadership initiatives was noted. Recalling the different agency business models and mandates, a number of members indicated their preference to apply their own requirements to the model and adapt it to their different contexts.

34. The difference between the terms "leadership" and "management" was highlighted. The Committee agreed that leadership could and should come from staff at any level, including among General Service and national staff, and, therefore, the framework should not be limited to senior managers but rather apply to all levels. It was hoped that the framework would inspire all staff to manage, think, lead and engage in different ways. Members saw targeting younger staff as key to achieving sustainable transformative leadership across the system, observing that there was greater potential to shape leadership expectations and behaviour earlier in a staff member's career. Furthermore, investment in junior and mid-level staff was seen as key to succession planning. At the same time, the importance of "leadership of the leaders" was recalled, whereby the senior-most officials needed to drive complex solutions to complex problems, spanning the system.

35. It was further suggested that the leadership framework be anchored in the United Nations values of respect for diversity, integrity and professionalism, and incorporate additional elements that were pertinent to the 2030 Agenda in the framework: inclusiveness, a people-centred approach, and gender awareness and sensitivity. System thinking was seen as one of the most important skills needed across the United Nations system at all levels, and work on that element was strongly supported. Private sector models and tools on the subject could serve to inform the framework.

36. The imperative for an environment conducive to producing a different type of leader was highlighted, yet it was noted that leaders were needed to create that environment in the first instance. Members saw the need for strengthened management and support mechanisms in order to effect change, particularly at the country level. In view of the numerous challenges faced by Resident Coordinators, the representative of staff federations stressed that it was necessary for entities to provide a supportive environment within which leaders could apply their skills, confident that they would be backed up by their organizations. The importance of taking a broader, integrated approach to change across leadership, culture and business processes was stressed.

37. One organization proposed that the United Nations system consider putting in place a "transformative leadership development programme", similar to the Senior Executive Service in the United States of America. Three elements were important, namely: (a) identifying managers with high potential for senior positions through a highly competitive process; (b) developing them through mentoring, projects and 360-degree feedback; and (c) securing commitments from the candidates to remain in the United Nations system and move where they were needed, and from the organizations to hire graduates of the programme into managerial level positions. Such a programme offered a number of potential benefits to the system, including a strengthened ability for leaders to face challenges; shortened recruitment times and improved succession planning through prequalification; a harmonized management discipline and style across the United Nations system; improved attraction and retention of talent through an identified upward career path; and a multiplication of investments made in the individual leaders through their networks and interactions with other staff. Such a programme would, however, be based on the expectation that participants should get priority over other applicants when recruiting for leadership positions. The possibility of the Staff College having a key role in administering the programme was raised, specifically in organizing inter-agency training, guiding mentoring, reviewing project work and certifying graduates. Governance and funding could come from participating organizations, with representatives contributing to screening applicants, reviewing certifications and placing graduates.

38. Some members supported further exploring the merits of the proposal for a leadership development programme. They would find it useful to understand what tools and capacities were already in place across the system and then determine what elements to make use of. It was suggested that the United Nations system might similarly learn from the leadership models and programmes of Member States. The Vice-Chair of the International Civil Service Commission (ICSC) recalled the past discussions on a proposed senior executive service, highlighting that some Member States had not supported the concept at that time.

39. A representative of staff federations called for enhanced dialogue with staff in the development of the leadership framework and also stressed the importance of transparency in facilitating the embrace of change among staff, for example, in relation to any training or assessment programmes that might be implemented. Members echoed the importance of staff buy-in in order to achieve transformational change.

40. In wrapping up the session, the Vice-Chair of the Committee restated the Committee's agreement that the framework should (a) be applicable to different levels within the United Nations system organizations, including the senior-most and emerging leaders; (b) be universal in application but subject to adaptation to different agency contexts; (c) be permeated by core United Nations values; (d) reflect the cross-disciplinary nature of the system's work; and (e) address different types and levels of risk. She also highlighted the opportunity to involve actors beyond the system in developing the model.

41. The Vice-Chair thanked all the members who had contributed to the work to date, both through the joint task team and the Working Group on Leadership, and looked forward to the work being brought together into a one unified and comprehensive proposal, reflecting the perspectives and expertise of all three committees in a joined-up manner, including on the operationalization of the framework, for the first regular session of CEB for 2017.

42. **The High-level Committee on Management:**

(a) Requested the CEB secretariat to devise a modality to converge on a unified proposal by the three CEB pillars on a United Nations system leadership framework, taking into account the input provided by the discussions in both Committees and in the United Nations Development Group, for consideration by the Committee at the thirty-third session, with a view to submitting it to CEB for its consideration at its first regular session of 2017;

(b) Recognizing that the development of the leadership framework is part of a bigger process of organizational and cultural change, requested the secretariat of the Committee to explore and propose ways to exchange information and best practices on organizational change initiatives.

B. Human resources management in support of the 2030 Agenda for Sustainable Development

43. The Vice-Chair introduced the item recalling that — with the decisions taken at the General Assembly on a revised compensation package for internationally recruited staff — the ICSC Comprehensive Compensation Review had entered into a second phase: the review of the other staff categories. So as to approach this task holistically, ICSC had decided that, before going into the concrete compensation discussions, a review of the current use of staff categories and the use of the current contractual framework might be useful. The Vice-Chair noted that organizations were very much concurring with this approach, since the discussions on readiness to implement the new 2030 Agenda for Sustainable Development were clearly pointing towards the need for a high-quality, agile workforce that would be able to deliver results in an increasingly resource constrained and less predictable environment.

44. The Vice-Chair informed that the approach and criteria for this new phase of the ICSC Comprehensive Compensation Review were discussed at the recent session of ICSC held in July in Geneva, in preparation of which the Human Resources Directors held a retreat in April in Vienna. The Vice-Chair also highlighted that the 2030 Agenda put an emphasis on national implementation and partnerships, and the discussion was a pertinent one to establish in more detail what exactly that would mean for the characteristics and composition of a future United Nations workforce. More in-depth discussions were also needed on how to ensure the attractiveness of the United Nations as an employer, on the one hand, while aligning the staffing patterns with the underlying funding constraints, on the other. The Committee was therefore asked to provide strategic guidance on the future directions of the discussion.

45. The Vice-Chair of ICSC briefed the Committee on the deliberations of ICSC in July 2016. He informed that the ICSC secretariat was preparing a deeper analysis of the practices in other international organizations and the individual practices and challenges in United Nations system organizations. The Commission intended to ensure that its proposals met the needs of organizations, thus constructive suggestions and input from organizations were highly encouraged. With regard to defining compensation for locally recruited staff, the Vice-Chair confirmed a need for the revision of the salary survey methodology, highlighting in particular the increasing challenge of finding an adequate number of comparator entities for the salary surveys.

46. The Co-Chair of the Human Resources Network noted with appreciation the constructive engagement with ICSC during the compensation review just completed. She informed that the Network had identified and communicated a range of drivers that needed attention in the new review, including: (a) increasing pressure for cost-effectiveness, and organizational agility; (b) a requirement for more national implementation and a consequent move from headquarters-based to field-based staff; (c) a greater or expanded use of and growth in locally recruited staff and an increasing need for local capacity, and a greater availability of local capacity and skills than in the past; (d) an increase in shared services from Headquarters and regional locations and in centres of excellence for delivering core administrative functions; (e) staff safety and security considerations that have obligated organizations to reduce their footprint in hardship locations and to deliver as much as possible from a neighbouring regional or subregional hub or office, with the consequent need for fewer restrictions and constraints in the work assignable to National Professional Officers; (f) the lack of career progression across categories; and (g) operational rigidity on the use of National Professional Officers.

47. Against that background, one of the short-term requests by organizations included the adjustment of the use of National Professional Officers to new realities and making the criteria of use more flexible, with regard to two aspects. First, currently only nationals of the country of the duty station can be recruited; the Network would like to see that adjusted. Secondly, the current restriction that National Professional Officers can only work in a national context does not apply to Professional staff or General Service staff, and it is limiting, in particular given the increasingly regional and interconnected nature of humanitarian and development work.

48. A third element that would merit further discussion was the current restriction that National Professional Officers can only be used outside of headquarters duty stations. To fill certain professional positions such as architects or medical doctors, organizations routinely and deliberately resort to nationals of the country of the duty station for practical reasons but currently need to recruit them as international staff. This view is largely shared among the Human Resources Network. However, it would be imperative to carefully manage the workforce composition with such flexibilities. An important angle was the preservation of the international character of the United Nations workforce. One way of addressing this would be to agree on a set of basic criteria that would determine when a given position would have to be recruited internationally.

49. The Co-Chair further reported on the outcome of a strategic workshop organized on the matter in April by the Human Resources Network. The main topic of that event was how to further simplify the administration of various staff categories and contractual modalities. It was highlighted that, as a vision, only the recruitment approach (internationally or locally) and the related method of setting compensation (Noblemaire principle versus Flemming principle) should be used to differentiate staff modalities, and further discussions would be needed to analyse in detail the practical implications of such simplification.

50. Finally, the Co-Chair updated the Committee on the ICSC review of the implementation of the contractual framework. In general, organizations confirmed that the framework was broad enough for the needs of organizations and had led to simplification by reducing the number of contract types. A number of organizations, in particular the funds and programmes, however reported challenges with contract modalities for project-based, truly time-limited project appointments. She informed that a working group was currently preparing a discussion paper on the subject that would be discussed in the Human Resources Network in November, with the intention of submitting it as a conference room paper at the next session of ICSC.

51. In the subsequent discussion, organizations expressed support for attempts to enhance flexibility and to further simplify the provisions for the use of National Professional Officer staff. It was highlighted that many organizations were expected to maintain a significant field presence and that is was unrealistic to expect that such presence would only be staffed with internationally recruited staff. A number of organizations were supportive of looking further into the possibility of employing National Professional Officers at headquarters duty stations. Some organizations highlighted the importance of not creating unintended inequalities and suggested that the Human Resources Network develop a comprehensive business case to determine the magnitude of the issue, as well as the advantages and disadvantages of changing the current use of National Professional Officers, including the implications of changing the job descriptions. This would ensure that proper safeguards were in place. It was also highlighted that career development for national and local staff would need further focus and strengthening. One organization highlighted that security provisions needed to be strengthened in an equitable way, regardless of the staff category. Another organization indicated that the new 2030 Agenda for Sustainable Development was expected to be implemented through an approach "as local as possible, as international as necessary".

52. The representative from the staff federations highlighted the high educational level of the current National Professional Officer staff. He expressed the wish for better career development opportunities for such staff, including by advancing through various staff categories. He also highlighted that the equity challenges should be carefully addressed, when staff of different categories worked in similar jobs. Administrative complexity should not be increased through the introduction of new categories of staff such as regional professional officer. Another aspect that required careful consideration, in his view, was the need to preserve diversity and the international nature of the United Nations workforce. He expressed the opinion that the current contractual modalities would suffice for the type of work that United Nations organizations were expected to deliver. The United Nations Medical Director highlighted the need to also review the classification and use of medical professionals, so as to secure sufficiently skilled personnel in the light of trends towards higher educational levels in the profession.

53. The Vice-Chair of ICSC indicated that its secretariat was currently compiling further experiences, challenges and expectations with regard to a more flexible use of National Professional Officers, following the discussion at the recent session of the Commission. He highlighted that an introduction of regional professional officers might however increase undesirable administrative complexity. He also suggested discussing further how the international character of the United Nations could be preserved, for instance by agreeing on a set of criteria that would require the recruitment of international staff for a given position. He also invited organizations to share their concrete proposals with regard to an additional project-based appointment modality.

54. **The High-level Committee on Management:**

(a) **Took note with appreciation of the briefings from the Human Resources Network and ICSC;**

(b) **Welcomed the availability of ICSC to carefully take into account the needs of the organizations in the ongoing review, and confirmed its continued willingness to actively engage in the discussion of the second phase of the review in the same consultative manner that was adopted in the first phase;**

(c) **Requested the Human Resources Network to actively engage with ICSC as the primary interlocutor of organizations, decided to form a new strategic group to guide the second phase of the ICSC review and requested the CEB secretariat to undertake consultations towards the establishment of the group;**

(d) **Noted its expectation that the outcome of the review should lead to adequate, flexible tools that would allow organizations to respond in an agile and cost-effective way to their specific challenges in the context of the 2030 Agenda for Sustainable Development.**

55. The Vice-Chair of the Committee then introduced the other subject under the agenda item, the proposal for the joint provision of classification and reference checking services. She recalled that the subject was first introduced to the Committee at its thirty-first session, in line with common principle No. 9 on effective service delivery. At that time, the initiative was welcomed by the Committee. She highlighted that the United Nations system already had a range of

experiences with joint initiatives and services, in particular in human resources, in very different settings: from the provision of human resources services by one organization to others (as was the case for the United Nations Office for Project Services and the United Nations Development Programme (UNDP)); joint programmes such as UN Cares; and institutionalized settings such as ICSC or the Staff College. The system should benefit from those experiences when designing new initiatives.

56. The Co-Chair of the Human Resources Network reported that the Network had continued its work on this initiative, under the leadership of the United Nations Population Fund (UNFPA) and UNDP, and that the lead agencies had invited some organizations with experience in service centre environments to an expert workshop at United Nations Volunteers in Bonn in August. The Network had subsequently discussed the document currently before the Committee, and members had provided further comments, the summary of which had been shared with the Committee as an input to the discussion.

57. The Co-Chair highlighted that document CEB/2016/HLCM/19 and Add.1 was a progress report, and indicated that further details would need to be worked out in order to arrive at a full pricing model, cost-benefit analysis and associated cost-sharing models. She noted that the majority of the organizations were interested in principle in joining, for either one or both of the services. Some agencies, in particular smaller ones, were interested in an ad hoc use. One of the details to be further worked out was how to handle and distribute one-time investments, and also how to ensure that a hosting organization, given the expressed preference for "pay-per-use models", could reliably plan the financial and personnel resources.

58. In the subsequent discussion, organizations voiced their continued support for the initiative. Some highlighted the need to further clarify the expected services for reference checking, including professional accreditations (e.g., for medical professionals), criminal records and work-related references. In general, organizations were convinced that such joint services lead to qualitative improvements along with financial benefits. Some smaller agencies indicated their interest to participate, albeit only on a case-by-case basis. Some organizations highlighted that they might not wish to resort to such joint services but would nevertheless be keen to participate in the underlying structured inter-agency information-sharing. While some agencies suggested using existing expertise in service provision, others highlighted the expectation that a structure be devised which allowed for a truly joint centre, including joint management, rather than service provision by one agency for others. Members of the Committee confirmed the need for in-depth financial and risk management preparation, suggested that the next steps should involve financial and budgetary experts and noted the importance of diligently reviewing the lessons learned from similar initiatives before embarking on the operationalization of the joint services. There was consensus on the fact that organizations would only be able to join if the overall costs were equal or lower to the ones currently paid for these services, and thus a detailed cost-benefit analysis was critical.

59. The United Nations Secretariat highlighted the recent endorsement by the General Assembly of the global service delivery model, geared towards achieving the internal consolidation of the Secretariat and the streamlining of human resources

services. The Under-Secretary-General for Management indicated that, given the magnitude and challenges of the endeavour, this project would have to take priority in the coming years over other inter-agency initiatives for joint human resources services. Once the initial consolidation was achieved, the Secretariat would further assess the extent to which the initiative might be beneficial for the Secretariat.

60. In reflecting on the discussion, the Co-Chair of the Human Resources Network highlighted the need for a dedicated project management structure and approach going forward. Given also that this initiative would need input from the Finance and Budget Network, it was suggested that the CEB secretariat should prepare such a project approach and identify a suitable project manager after consultation with the various stakeholders. For the thirty-third session of the Committee, the project manager would prepare an in-depth analysis of several options and a detailed financial analysis, also taking into consideration all necessary legal aspects.

61. **The High-level Committee on Management:**

(a) **Took note of the progress report on the joint provision of services fr[illegible] job classification and reference checking (CEB/2016/HLCM/19 and Add.1);**

(b) **Requested the Human Resources Network, in consultation with [illegible]he Finance and Budget Network, to come up with a detailed project pro[illegible]sal, including a range of operational and hosting options, associated cost-b[illegible]nefit analysis and pricing models, taking into account different organizatio[illegible]l sizes and needs;**

(c) **Noted that the success of the initiative would depe[illegible]d on a comprehensive and transparent effort to identify the most effective [illegible]olution to meet the needs of the organizations, based on a thorough compa[illegible]ison of the possible organizational set-ups, location, hosting, and mana[illegible]gement and governance arrangements, taking into account lessons lear[illegible]ed and the experience from previous and existing set-ups of common servic[illegible].**

C. Sexual exploitation and abuse

62. The Vice-Chair of the High-level Committee on Manage[illegible]ent recalled that the Committee, at its thirtieth session, held in October 2015, had expressed strong support for the Secretary-General's initiative to strengthen [illegible]he response to sexual exploitation and abuse and for the recommendations inc[illegible]uded in the Secretary-General's report on special measures for protection fro[illegible] sexual exploitation and abuse (A/69/779).

63. In the same session, the Committee noted the li[illegible]kage between the response to sexual exploitation and abuse and the roll-out o[illegible] the Human Rights Up Front Initiative. The importance of mainstreaming appr[illegible]aches to ensure the prevention of sexual exploitation and sexual abuse in the work of United Nations system organizations, and to share information to th[illegible] end, was also highlighted. A task force on sexual exploitation and abuse, led [illegible]y the Department of Field Support of the United Nations Secretariat, was estab[illegible]shed by the Committee to review the recommendations contained in the repor[illegible]of the Secretary-General, with a view to deciding how these proposals might bes[illegible]oe carried forward.

64. The Vice-Chair noted that in March 2016 the Secretary-General had appointed the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, Jane Holl Lute, and that work in this area had since been subsumed under her leadership. She furthermore mentioned that the Chair of the High-level Committee on Management and the Special Coordinator had met in July 2016 and together had emphasized the importance of the strongest possible action on sexual exploitation and abuse, in particular the implementation of a policy of zero tolerance and coordinated inter-agency cooperation. The Vice-Chair also highlighted the linkage to the Committee's ongoing discussion on the strategic plan for 2017-2020, especially to its work on risk management.

65. The Special Coordinator, participating by audio link from New York, began her presentation by outlining the responsibilities of her office. It was explained that the instructions by the Secretary-General were to work across the United Nations system, including the funds and programmes, and where appropriate, the specialized agencies, to make concrete, measurable progress in the collective ability of the United Nations to prevent sexual exploitation and abuse or to respond rapidly and effectively when it occurred. She elaborated that her office's part in this endeavour was to organize, prioritize and unify the work of the United Nations system on this issue. In particular, the Special Coordinator mentioned the role of her office in coordinating ongoing initiatives and sharing information in order to raise the visibility of work in progress among the United Nations system organizations.

66. Ms. Lute stressed the great interest of Member States, the staff, the public and beneficiary populations of United Nations services in the topic and highlighted that a progress report, following on the Secretary-General's report, had already been provided to the General Assembly. She also underscored that the response to sexual exploitation and abuse was a priority for all parts of the United Nations.

67. The Special Coordinator introduced two specific proposals to improve the system-wide response to sexual exploitation and abuse, the first of which was a shared electronic screening tool. It was explained that the tool would serve the identification of individuals who had been dismissed from the United Nations system for a cause related to sexual exploitation and abuse and were reapplying to positions within the system. This shared electronic functionality tool would be manually fed by participating organizations with information on staff who had been dismissed, or repatriated on disciplinary grounds related to sexual exploitation and abuse. In the case that such an individual applied to a position in another entity, the tool would recognize similarities and trigger a response, which would inform the using entity of what other peer entity possessed the original information on the individual. The two organizations would then be in a position to liaise directly in a confidential way and take the appropriate measures.

68. Ms. Lute expressed her hope to build cross-system cooperation on screening partnerships and noted that the proposal was still under discussion but would be shared for review with all member entities of the Committee, as appropriate. Observing that some entities had already started working together and had initiated internal consultations on the tool, the Special Coordinator invited members of the Committee willing to participate in the project to provide comments to the existing proposal. The launch of the tool was foreseen for December 2016.

69. The second proposal, a global repository of allegations for all United Nations entities, was presented as it related to the electronic functionality tool. The initiative required the establishment of a common database of serious allegations of sexual exploitation and abuse, including their ultimate disposition. This repository would be accessible, under appropriate rules, to all organizations of the United Nations system. Work was still needed on the terms of reference for operating and hosting the database. The Special Coordinator pointed out that the global repository was an important way to help to streamline cross-agency collaboration on the prevention of sexual exploitation and abuse.

70. In the ensuing discussion, the Committee reiterated its solidarity with this work and highlighted the importance it attached to it. Support was voiced for the proposal to share information across the United Nations system to prevent the re-recruitment of staff that had been found guilty of misconduct.

71. The Co-Chair of the Human Resources Network stressed the Network's readiness to cooperate on finding an appropriate solution so that the United Nations system did not rehire offenders. It was underscored that the emphasis should also be on prevention. Linking the issue to other topics discussed by the Committee, such as leadership models and risk management, the Co-Chair called for a more holistic approach to the response to sexual exploitation and abuse. The role of human resources directors regarding prevention and the protection of victims of sexual exploitation and abuse was seen as going beyond avoiding the recruitment of offenders. In order to strengthen managers' understanding of risk and their approach to mitigating opportunities for sexual exploitation and abuse, a more comprehensive approach, encompassing the inclusion of the topic in competency frameworks, codes of conduct and induction programmes, was suggested.

72. It was noted that in many countries inter-agency mechanisms were already in place to cover work on sexual exploitation and abuse, and the foreseen establishment of posts for the coordination of the response to it in countries with the highest number of allegations was commended.

73. One member welcomed the establishment of the trust fund for victims of sexual exploitation and abuse and stressed the importance of ensuring the complementarity between this trust fund and other trust funds that cover related areas. Support was voiced for the indication in the Secretary-General's report on special measures for protection from sexual exploitation and abuse to cover immediate assistance to victims under mission budgets in the absence of other available means.

74. It was observed that cases of sexual exploitation and abuse were a shared responsibility, as cases did occur across organizations and missions of the United Nations system and were committed by international staff, national staff and contractual staff. The importance of the consistent reporting of allegations was emphasized.

75. The representative of the Legal Network informed the Committee that the Office of Legal Affairs of the United Nations Secretariat had taken the lead in drafting a system-wide policy to balance confidentiality and accountability, and stated that the Office would keep the members of the Legal Network informed of this exercise and would share with them the policy, once it was finalized. She also

noted that the Legal Network would examine the proposed electronic screening functionality and the global repository of allegations as soon as they were concrete in order to ensure that the tools would withstand legal challenges.

76. Following the discussion, Ms. Lute thanked the members of the Committee for their comments and re-emphasized the importance of the proposed electronic functionality tool through which vetting and sharing information could help prevent sexual exploitation and abuse. Regarding legal issues, she pointed out that work had already been done in various parts of the system on reconciling confidentiality, consent of victims and the need for accountability in the organization, and that it was her intention to build on this work.

77. In her closing remarks, the Special Coordinator outlined the next steps her office intended to tackle by referring to a recently conducted survey of staff, the results of which would serve as the baseline for prioritizing work programmes. She noted that agencies, funds and programmes had already begun, on request by Member States, to report serious allegations of sexual exploitation and abuse on a monthly basis. She noted that the organization was under heightened scrutiny with respect to sexual exploitation and abuse and she urged everyone to confront the topic with courage and conviction so that the United Nations could lead globally on standing up to sexual exploitation and abuse.

78. The Vice-Chair thanked the Special Coordinator for her presentation and wished her continuing success with her important work.

79. **The High-level Committee on Management:**

(a) Took note with appreciation of the briefing by the Secretary-General's Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse;

(b) Stressed the importance it attaches to the strengthening of the response to sexual exploitation and abuse and expressed its support for a holistic approach with a strong emphasis on prevention;

(c) Recognized the linkages of the response to sexual exploitation and abuse to elements in the strategic plan for 2017-2020, including planned activities on the strengthening of ethics and codes of conduct, the development of a new leadership framework, the initiatives towards the empowerment of women and all work on accountability and risk management;

(d) Committed to share information and best practices and contribute to reporting on sexual exploitation and abuse;

(e) Committed to provide, through the Human Resources Network and the Legal Network, the support and technical advice that would be required by the Special Coordinator on the project proposals related to the electronic screening functionality tool and the global repository of allegations.

D. Cost of oversight and accountability mechanisms in the United Nations system

80. The Chair of the Committee opened the discussion by recalling that in 2014, the Committee had endorsed the three lines of defence model as the reference "risk management, oversight and accountability model for common positioning in the United Nations system with governing bodies", and that the Committee also had requested the Finance and Budget Network to "conduct an assessment of costs related to the oversight and accountability structures and mechanisms, for the entire United Nations system" (see CEB/2014/5, para. 46 (c)).

81. Document CEB/2016/HLCM/21 was introduced by the Co-Chair of the Finance and Budget Network, Nick Jeffreys, who noted that the costing exercise had represented a major undertaking for the Network, with 23 organizations participating in the exercise under the leadership of UNFPA. Mr. Jeffreys underlined that the organizations had made a very rigorous attempt to quantify costs that were, by their nature, rather difficult to quantify. While efforts were made to maintain a harmonized approach in arriving at the cost data, some variability in the results between organizations existed, owing to variances in business models and structures.

82. Andrew Saberton, the Director of the Division for Management Services of UNFPA, presented further details of the costing exercise, including the methodology applied and the results obtained. He described the costing template and the various elements of the first, second and third lines of defence that had been captured by each organization. It was noted that the costs of external lines of defence, as well as senior management costs dedicated to oversight and accountability, had also been captured. Mr. Saberton noted that in terms of methodology, actual costs were used where possible and predominantly for the third and external lines of defence, and that in other areas, assumptions of cost allocation and best estimates for apportionment had to be applied, predominantly for the costs associated with the first and second lines of defence. It was noted that in general, external and third line of defence costs were easier to identify and measure, whereas costs related to the first and second lines of defence, as well as senior management costs, were more subjective and thus indicative only.

83. When providing an overview of the results of the costing exercise, Mr. Saberton noted that the 23 United Nations system organizations that had completed the survey had spent $1.9 billion in oversight and accountability in 2014, representing approximately 5.5 per cent of their total expenses. He also noted that the percentage of an agency's total expenditure dedicated to oversight and accountability ranged up to a maximum of 18 per cent, with a median result of approximately 10 per cent. He further noted that the greatest investment was in the first and second lines of defence. Mr. Saberton also presented the results of the first attempt of the Finance and Budget Network to measure the impact of the resources dedicated to oversight and accountability structures across the system, as set out in annex I to the report. It was noted that in general, the survey responses illustrated a widening culture of accountability and a declared commitment by United Nations organizations to strong oversight and accountability, as well as an awareness of the

importance of the required structures, tools and policies, and of their ongoing efforts to strengthen some areas of weakness.

84. In the ensuing discussion, members of the Committee thanked the Finance and Budget Network for the work done in preparing the report, and reflected on the potential uses for the results of the costing exercise and the ways in which the Network could further develop this work. There was general agreement among members of the Committee that the report should be kept for the internal use of the Committee and should not be published externally at that stage. Some members also highlighted the relationship between oversight and accountability, noting that a strengthening of accountability leads to a reduction in the resources needed for oversight.

85. The specific issue of costs of support provided to governing bodies was raised, with members of the Committee noting that the magnitude and composition of these costs varied between organizations. The Committee agreed that it was valuable to capture these costs in a comprehensive manner, as they represented the true cost of the governing bodies.

86. The Committee then received a statement by the Representatives of Internal Audit Services of the United Nations Organizations (UN-RIAS), delivered by Susanne Frueh, the Director of the Internal Oversight Service of UNESCO. UN-RIAS welcomed the three lines of defence model, as it would help organizations to think constructively about how the individual components of the model operated practically in their own organizations. UN-RIAS noted that the data collected by the Finance and Budget Network constituted an excellent starting point and supported the recommendation to continue this effort with a focus on how internal controls fit with the model. UN-RIAS supported a more in-depth reflection on the first and second lines of defence, and suggested the development of improved definitions between the two lines. UN-RIAS raised a number of other points for consideration, including that the model seemed to equate each line of defence with assurance, and that the analysis did not address the issue of the relative assurance provided, noting that the level of assurance provided by each line was variable and could only be determined through assurance mapping and the testing thereof. Regarding the introduction of an external line of defence by the Finance and Budget Network for the costing exercise, UN-RIAS noted that this might cause confusion, as it mixed management activities (support to governing bodies and jointly financed oversight) with fiduciary roles such as external audit. Regarding the attempts to measure the effectiveness through surveys, UN-RIAS found this to be a useful innovation and encouraged more organizations to report their results. Regarding the interpretation of the data, UN-RIAS encouraged the further development of robust cost-accounting processes, to have in future a solid evidence base upon which to draw conclusions. UN-RIAS agreed that the principles of the model should be shared more widely with stakeholders to improve their understanding of the purpose of internal controls and how they fit with the model, noting that UN-RIAS would be happy to engage further in the development of this instrument.

87. In terms of suggestions for the future direction of this work, some members of the Committee noted that owing to the difficulties and labour-intensive efforts in obtaining robust data on the costs of the first and second lines of defence, it would be useful to focus more on developing a time series of costs for the third line of

defence, and to also further develop measures of impact of the resources dedicated to oversight and accountability functions, while recognizing that there may be difficulties in establishing solid causality links.

88. **The High-level Committee on Management:**

(a) Commended the Finance and Budget Network on its report on the costs of oversight and accountability structures in the United Nations system and on the useful analysis contained therein;

(b) Noted that the study illustrated a widening culture of accountability and a declared commitment by United Nations organizations to strong oversight and accountability, as well as an awareness of the importance of the required structures, tools and policies, and of their ongoing efforts to strengthen some areas of weakness;

(c) Recognizing that this was the first study of this nature undertaken in the United Nations system, agreed to take the report as a basis for future discussions, and to use it as an internal document for reference by members of the Committee when establishing internal benchmarks, and in helping each organization to use common language when interacting with Member States in discussions about internal control and compliance;

(d) Requested the Finance and Budget Network to continue with this exercise and consider the quantification of costs for 2016 with a view to developing a time series for the third line of defence;

(e) Further requested the Finance and Budget Network to explore the possibilities for measuring the impact of oversight and accountability structures in place across the United Nations system and report back to the Committee thereon.

E. Common definitions related to fraud and implementing partners

89. Yukio Takasu, the Under-Secretary-General for Management of the United Nations Secretariat, introduced the draft terms of reference of the Task Force on Common Definitions Related to Fraud and Implementing Partners, noting that the Committee was engaging in this work in response to a mandate by the General Assembly and to requests from the Board of Auditors. He also referenced the Anti-Fraud and Anti-Corruption Framework that had recently been launched by the United Nations Secretariat.

90. Mr. Takasu recognized that some work in this area had already been carried out by groups such as UN-RIAS and under initiatives such as the harmonized approach to cash transfers, and that therefore the Task Force would undertake to review the work already done across the United Nations system in order to build upon existing efforts.

91. Linda Ryan, the Controller of the Office of the United Nations High Commissioner for Refugees (UNHCR), who will be co-leading the Task Force together with the United Nations Secretariat, also provided introductory remarks, noting that the initial stage of work would focus on common definitions and would draw on the wealth of the resources and information available, and that the Task

Force would engage colleagues with varied experience, including from the Procurement Network and those with expertise in managing partnership arrangements.

92. In discussing the draft terms of reference, the Committee emphasized the importance of having participation in the Task Force from a wide range of expertise, including programmatic expertise, noting the sensitivity of defining implementing partners and the need to ensure that the focus was not taken from a procurement angle. One member suggested that establishing a set of common principles rather than precise definitions might have more operational value for the United Nations system. It was agreed that it should be a priority of the Task Force to start initiatives for sharing information on fraud cases as soon as possible; however, in order to be in a position to share information effectively, common definitions would need to be agreed first.

93. In closing, the Chair thanked the United Nations Secretariat and UNHCR for their commitment to lead this important exercise, noting that one of the priorities of the Committee's strategic plan for 2017-2020 was to increase the capacity of the United Nations system to work effectively with multi-stakeholder and multisectoral partnerships, and that the work of the Task Force would be very important in this very precise respect.

94. **The High-level Committee on Management:**

(a) **Approved the terms of reference for the Task Force, noting that although the work on common definitions would be completed first, the work related to an information-sharing platform for implementing partners should also be commenced as soon as possible;**

(b) **Thanked the United Nations Secretariat and UNHCR for agreeing to lead the Task Force, and requested the Task Force to report back to the next session of the Committee on the progress of the deliverables set out in the terms of reference;**

(c) **Further requested the Task Force to draw on expertise from different perspectives when carrying out its work and to build upon relevant work previously undertaken, including work related to the harmonized approach to cash transfers.**

F. Programme criticality framework

95. Izumi Nakamitsu, the Co-Chair of the Programme Criticality Steering Group and Assistant Secretary-General and Assistant Administrator of UNDP, introduced the revised programme criticality framework to the Committee, also on behalf of the Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator, who co-chaired the Steering Group. Ms. Nakamitsu outlined the revisions made to the framework to reflect the decisions of the Secretary-General's Policy Committee in January 2016 and the recent changes in the United Nations Security Management System, as well as some lessons learned and good practices from the field.

96. Ms. Nakamitsu recalled that the framework was an essential element of the United Nations security risk management approach in high-risk environments, providing leadership at the country level with the information necessary to take decisions as to what level of risk was acceptable for United Nations personnel working in that environment. Ms. Nakamitsu explained the key features of the revised framework, including that clearer guidance was provided to the United Nations country presence in terms of purpose and methodology of the framework, as well as on the roles and accountability of senior management in the field. System-wide oversight and support structures had been streamlined, including through the creation of the Steering Group, and advances made in the security management system, including the new United Nations Security Risk Management process, had been taken into account.

97. The Committee was informed that the revised framework would be translated into French and disseminated to all relevant field locations, and there would also be an effort to incorporate the framework into some of the training materials for staff operating in high-risk environments.

98. Craig Harrison, the Chief of the Policy, Compliance and Coordination Service of the Department of Safety and Security of the United Nations Secretariat, spoke on behalf of the Under-Secretary-General for Safety and Security and thanked the United Nations Children's Fund (UNICEF) for its previous leadership on programme criticality as well as UNDP and OCHA for continuing the work. Mr. Harrison noted that the Department had supported all the amendments and stressed that the framework was a crucial element together with the Security Risk Management process that was being rolled out, and that the Department would ensure that the new framework was integrated through its training.

99. The members of the Committee supported the use of the framework and welcomed the improvements that brought increased clarity and specificity to the linkages to the Security Risk Management process. The strengthened language in the framework on accountability and leadership at the field level was also welcomed. The Committee highlighted that although final accountability for programme criticality assessments rested with the Resident Coordinator or the Special Representative of the Secretary-General, it was crucial that programme criticality assessment exercises did not exclude any United Nations entities at the country level. Ms. Nakamitsu confirmed that the Programme Criticality Steering Group would further discuss how to broaden the involvement of United Nations entities.

100. The representative of the Coordinating Committee for International Staff Unions and Associations emphasized the importance of ensuring that staff were adequately protected, suggesting a need to monitor the new residential security measures that had been put in place.

101. **The High-level Committee on Management:**

(a) **Expressed appreciation for the work of the Programme Criticality Steering Group and approved the revised programme criticality framework for subsequent endorsement by CEB at its second regular session for 2016;**

(b) **Requested all organizations to implement the provisions of the revised programme criticality framework.**

G. Health support plans for duty stations worldwide

102. The Vice-Chair of the Committee recalled the comprehensive discussion held at the meeting held in March 2016 on the duty of care in high-risk duty stations. On that occasion, the Committee had expressed strong support for the inclusion of this area of work as one of its top priorities in the next strategic plan. And she noted that a key element of duty of care was the provision of adequate health support for staff in those locations.

103. The Vice-Chair indicated that, in this domain, adequate resourcing was essential, and highlighted the importance of making need assessments on the basis of a clear, risk-based methodology. Only evidence-based country health risk profiles would allow an informed discussion on the adequate structure and funding of medical services.

104. The Chair of the United Nations Medical Directors Working Group highlighted that resourcing should correlate with the risk in a specific environment, thus calling for the development of the health risk assessments model that was before the Committee, as a prerequisite for any funding discussion. The model was rooted in existing Enterprise Risk Management tools and techniques that were prevalent in most United Nations organizations.

105. The Co-Chair of the Human Resources Network confirmed that the proposal had found support and endorsement at a recent discussion held by the Network. She highlighted that it was becoming increasingly challenging to attract people to difficult duty stations, not only because of safety and security situations but also owing to the lack of communication of a clear health plan and sometimes the lack of adequate health-care facilities. The Network supported the leveraging of the presented risk assessment models, offering support in its application in the specific country environments, not least in an attempt to accelerate its application as widely as possible in a shorter period of time. She also reported that the Network, at its last meeting, had recommended a close collaboration with the Network's Field Group and the ICSC secretariat, to ensure that any results of health risk assessments would be considered in the periodic review of hardship classifications of duty stations.

106. In the subsequent discussion, organizations expressed their strong support for the initiative and approach. Some organizations stressed the need to include psychosocial aspects in the methodology. They also highlighted the need for such assessments to be conducted in partnership with all relevant stakeholders, not only to comprehensively assess the in-country situation but also to avoid duplication through parallel related exercises. Some agencies highlighted their willingness to collaborate in order to accelerate the implementation of the assessments. It was also mentioned that there was a need to better communicate what the United Nations system was doing in order to optimize health support to staff. Finally, it was highlighted that the deliberation, based on the assessment outcomes, on adequate structures and service delivery, was a crucial underpinning of a subsequent budgetary discussion. Looking deeper into where the United Nations was not operating its clinics as efficiently as needed, and examining potential savings and contributions to health insurance providers, should become part of such deliberations.

107. Representatives of the staff federations welcomed the initiative. They expressed the expectation that such assessments would be conducted comprehensively, including elements such as environmental pollution or mental health. They also highlighted that assessments and related interventions were not only needed for field duty stations, as recent surveys had equally shown health-related challenges at headquarters duty stations. Finally, they cautioned against the risk of such risk assessments being misinterpreted to justify lower health-related funding for certain duty stations.

108. The Co-Chair of the Finance and Budget Network welcomed the opportunity to be involved at an appropriate time. He also highlighted a potential link with the after-service health insurance working group, as this body was examining the extent to which local health-care providers could be used by United Nations staff and retirees more comprehensively.

109. The United Nations Medical Director welcomed the discussion and the support expressed, confirming her willingness to find ways with interested partners to accelerate the implementation of the initiative. She highlighted that health risk assessments would also provide efficiencies, given that they could replace similar exercises currently conducted individually by organizations.

110. The Vice-Chair thanked the United Nations Medical Directors Working Group for their work and confirmed the appreciation of the Committee for the progress.

111. **The High-level Committee on Management:**

(a) **Took note with appreciation of the briefing by the United Nations Medical Directors Working Group;**

(b) **Confirmed that a risk-based approach for health risk planning and mitigation was an essential foundation of the duty of care for staff;**

(c) **Requested the Working Group to consult with the Finance and Budget Network on possible funding modalities for the new approach to the health needs of staff once the model has been carefully defined in consultation with the Human Resources Network.**

H. Data Innovation Lab and United Nations system common documentation standard

112. The Vice-Chair of the Committee opened the item on the Data Innovation Lab and the United Nations system common documentation standard by noting that, as stated in the Committee's new strategic plan for 2017-2020, the digitalization of information promotes integration, coordination and transparency, and that the Committee would develop its agenda on a digital transformation of the United Nations system around the pillars of transparency, standards and data and information security. She also recalled that enhanced information management and the improved accessibility of United Nations documents and information was a priority of the Committee.

113. The Under-Secretary-General for General Assembly and Conference Management of the United Nations Secretariat, Catherine Pollard, began her

presentation by recalling that the main objective of the common documentation XML project was to define a common, standard format for United Nations parliamentary and normative documents so that they could be machine-readable. She noted that, in the past, the use of commercial software systems for document preparation frequently utilized propriety formats, leading to situations in which older documents were no longer electronically available as these formats became obsolete. This can be avoided by using an open source standard based on Extensible Markup Language (XML).

114. Ms. Pollard noted that since the United Nations was one of the world's largest producers of parliamentary documents, responsible for the production of the resolutions of the General Assembly and the Security Council that are now a major source of international law, machine-readability would allow for improved timeliness and reduced costs through reuseable content and automated formatting. Furthermore, a common standard supported faster multilingual search capabilities that offered enhanced linking of information and tracking of document versions, in addition to the multichannel dissemination of data, including access for people with disabilities.

115. The Under-Secretary-General also mentioned that the aim of the United Nations Secretariat went beyond making General Assembly documents machine-readable, but extended to re-engineering the multilingual document production workflow. This would allow for enhanced services to delegates, who would submit draft resolution text through an online authoring interface, with only new language transmitted to the translation and editorial services, who only needed to edit and translate new or modified text and reuse the previously translated text. She further noted that this initiative supported the implementation of the 2030 Agenda for Sustainable Development, which will require a robust review mechanism and a solid framework of statistical data to monitor progress, inform policies and ensure the accountability of all stakeholders. United Nations documents play a major role in shaping the global policy framework for pursuing the Sustainable Development Goals by defining policies and guidelines and setting standards.

116. The project, which commenced in June 2016, began with the working group of participant organizations defining a preliminary list of document classes that were representative of the types of documents produced by organizations within the United Nations system, while concurrently the two lead organizations, the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Secretariat, carried out an in-depth document analysis that would lead to the application of the standard to the General Assembly resolutions and FAO Basic Texts. Going forward, a team of experts would use the information collected to draft the final guidelines that would be reviewed and eventually endorsed by the High-level Committee on Management Working Group on Document Standards, with the project expected to conclude by April 2017.

117. The Under-Secretary-General concluded her remarks by noting that organizations not currently participating were welcome to join the project, noting that wide participation ensured that the guidelines and standards created would take into account the needs and requirements of all organizations. Since the three leading entities (the High-level Committee on Management, FAO and the Department for General Assembly and Conference Management of the United Nations Secretariat)

were financing the project, organizations could join without making a monetary contribution, with the only cost involved being the human resources needed to describe their most representative documents and attend periodic virtual meetings.

118. The co-lead organization in this initiative, FAO, noted that the presentation fully captured the activities of the XML project, and recalled that the many Governments and institutions already used a similar standard for parliamentary documents.

119. The second topic in this agenda item, an update on the Data Innovation Lab project, was presented by Robert Opp, the Director for Innovation and Change Management at the World Food Programme (WFP), who began by noting that the exponential growth of computing power had enabled organizations in many private and public sectors to radically change the way data are used. He pointed out that companies such as Uber had grown enormously by being intensively data-driven, and suggested that the same approach could deliver benefits for sustainable development. Mr. Opp reminded the Committee that the Data Lab project, which is co-led by UNICEF and WFP, was one of four initiatives endorsed by CEB in its United Nations system approach to the data revolution. He noted that instead of creating a specific inter-agency structure to investigate the use of data for sustainable development, the lead agencies would collaborate across the system and with private-sector partners to conduct a series of six thematic workshops, each of which would explore a specific topic and would build upon the previous one.

120. The first workshop was convened in May 2016, hosted by Singularity University in the California Silicon Valley. Through workshops and presentations by technology-sector partners, the event sought to highlight key trends, areas of opportunity, risks and collaborations on new and emerging data sources and methods that the United Nations could explore. The second of the six events took place during the United Nations Week in September 2016 in New York. Hosted by Microsoft, the workshop explored specific cases presented by the participating United Nations organizations with the support of Global Pulse and external partners.

121. The presentation noted that the first two events highlighted the significant potential for using data, with significant scope for using new technologies to address gaps in the data available for decision-making by the United Nations and its stakeholders. The workshops had also revealed a strong appetite by private-sector firms to become involved in these activities. The presentation also noted that the workshops had included discussions on how to strengthen the capacity of the United Nations system to leverage the data revolution, including by enhancing the ability of organizations to translate challenges into solutions using data and analytics. Mr. Opp concluded by indicating that even though more than 20 organizations were now participating in the labs, all organizations were welcome to join.

122. During the ensuing discussion, members of the Committee expressed strong support for both initiatives, as flagship examples of the ongoing technological transformation that the United Nations system was undergoing. It was noted that the XML project represented an important qualitative contribution of open data by the United Nations and the Data Lab enhanced the system's capacity to utilize data for decision-making.

123. Regarding the Data Lab initiative, it was suggested that in addition to the harnessing of data for analytical purposes, the Data Lab might wish to consider how data collected and used by organizations could lead to new ways of conducting programmes. In addition, it was noted that data innovation activities were happening across the United Nations system, and although the Data Lab was bringing organizations together, there should be an emphasis on working together to achieve efficiency. Further comments stressed the need to broaden the vision of modernization, with an expressed request to the Information and Communications Technology Network to more fully explore ways to leverage technology for innovation both inside and outside United Nations system organizations. It was also generally agreed that the priority focus should remain on the ways that data could support the achievement of the Sustainable Development Goals.

124. Members of the Committee also offered their experiences in this area, highlighting the importance of strengthening internal knowledge-sharing capabilities and suggesting that internal competitions had been successful in generating and realizing innovative ideas.

125. The Committee also took note of potential obstacles that could inhibit the United Nations system from fully leveraging the data science being developed in the labs. For example, human resources policies requiring a certain number of years in a specialty for hiring at the Professional level might exceed the number of years a particular area of expertise may have existed, since these skills are relatively new in the industry. Also, it was noted that security of data can present a barrier to partnerships with some data providers, although there was work in the United Nations system currently under way to overcome this constraint.

126. In their final remarks, both Ms. Pollard and Mr. Opp thanked the Committee for their support and valuable input. It was noted that the International Aid Transparency Initiative was an important component to the data revolution approach that complemented the Data Lab initiative. Furthermore, it was pointed out that the purpose behind the Lab was to identify specific, concrete actions that agencies could take to better utilize data for guiding programmatic activities.

127. **The High-level Committee on Management:**

(a) **Thanked the presenters and all the contributions;**

(b) **Noted with appreciation the progress on these two transformational initiatives which are part of an overall organizational change management initiative in support of the broader 2030 Agenda for Sustainable Development;**

(c) **Recognized the significant implications and the potential of these initiatives to strengthen, throughout the system, innovation, cost-effectiveness, integrated approaches and knowledge management, and to support decision-making and partnerships within and outside the United Nations system;**

(d) **Committed to further developing a digital transformation agenda as reflected in priority five of the strategic plan for 2017-2020, on the basis of the ideas that will emerge from these projects, in particular towards further improving management practices through innovation.**

IV. Agenda item 3: any other business

A. Report of the Inter-Agency Security Management Network

128. Introducing the item, the Chair of the Committee explained that, in accordance with its new working methods, the High-level Committee on Management had been asked to take note of the report of the Inter-Agency Security Management Network, without further discussion. It was also noted that, while the reports of the Network were in general adopted without discussion, there was nevertheless the possibility of bringing specific issues to the attention of the Committee. The Chair therefore invited the members of the Committee to raise questions and share comments on any specific aspects of the report.

129. A number of members of the Committee expressed their appreciation for the work of the Inter-Agency Security Management Network, under the leadership of the Under-Secretary-General of the Department of Safety and Security and noted their agreement, in general, with the Network's report.

130. Concerns were raised by several members of the Committee regarding the text in the report on the jointly financed budget for the biennium 2018-2019, in particular the proposed increase of the budget. Members of the Committee expressed their expectation to receive more details, justification and prioritization on the preliminary budget.

131. The Co-Chair of the Finance and Budget Network brought to the Committee's attention that the cost-shared budget for safety and security remained an issue in the Network's discussions. In particular, the process for budget approval, the timeline and the roles of the Finance and Budget Network and the Inter-Agency Security Management Network in the budget process were still under discussion. It was noted that the joint working group of the two networks was trying to arrive at a mutually agreeable conclusion on the budget process.

132. The Vice-Chair of the High-level Committee on Management observed that within the framework of the 2030 Agenda for Sustainable Development, the organizations of the United Nations system were going to increasingly work together, including on the basis of financing mechanisms such as cost-sharing, joint financing and pooled arrangements. It was noted that the Committee should think of the jointly financed security budget in the broader context of delivering on the 2030 Agenda for Sustainable Development.

133. **The High-level Committee on Management expressed appreciation for the work of the Inter-Agency Security Management Network, took note of the report from its June 2016 session and requested that concerns expressed regarding the jointly financed budget be brought to the attention of the Chair of the Inter-Agency Security Management Network.**

B. United Nations International Year of Sustainable Tourism for Development

134. The United Nations General Assembly at its seventieth session declared 2017 the United Nations International Year of Sustainable Tourism for Development and

mandated that the United Nations World Tourism Organization (UNWTO) arrange for the celebrations.

135. The Director of the Administration Division of UNWTO presented the Committee with a road map of the celebration. Member organizations of the Committee were invited to participate in the celebration by adding activities they considered relevant to the International Year of Sustainable Tourism for Development to the calendar of the celebration. These might include, but were not limited to, the recommended activities outlined in the road map.

136. One member of the Committee welcomed the opportunity of the International Year of Sustainable Tourism for Development to extend awareness and action on the linkages between the promotion of children's rights and sustainable tourism development, in particular the prevention of sexual exploitation of children in travel and tourism, and urged the members of the Committee to accelerate action in this regard during 2017.

137. **The High-level Committee on Management:**

(a) **Expressed appreciation for the work of the Inter-Agency Security Management Network;**

(b) **Took note with appreciation of the presentation by UNWTO on the upcoming celebrations of the United Nations International Year of Sustainable Tourism for Development;**

(c) **Encouraged member organizations to explore possible ways in which they could use some of their planned activities to contribute to the celebration of the Year.**

C. Payment of pensions

138. The Under-Secretary-General of the Department of Management of the United Nations Secretariat brought before the Committee the issue of the delays in the settlement of pension payments. He reported that significant progress had been made in the Pension Fund secretariat, where additional resources were being deployed to expedite the settlement process. Organizations were urged to accelerate the submission of the paperwork required to process pension payments and the Under-Secretary-General announced the launch of an end-to-end review of the process.

139. The Vice-Chair of the Committee reiterated that the delay in the payment of pensions had caused a lot of hardship, particularly to staff in the field, and observed that there was a need for the Pension Fund secretariat to review its processes while at the same time noting that organizations had an important role to play in providing the required documentation.

140. **The High-level Committee on Management took note with appreciation of the update by the Under-Secretary-General for Management.**

Annex I

List of participants

Chair: **Irina Bokova**, Director General, United Nations Educational, Scientific and Cultural Organization

Vice-Chair: **Jan Beagle**, Deputy Executive Director, Joint United Nations Programme on HIV/AIDS

Secretary: **Remo Lalli**, secretariat of the United Nations System Chief Executives Board for Coordination

Simona Petrova, Director, secretariat of the United Nations System Chief Executives Board for Coordination, and Acting Secretary, United Nations System Chief Executives Board for Coordination

Organizations	*Name title and division*
United Nations	**Yukio Takasu** Under-Secretary-General, Department of Management
	Catherine Pollard Under-Secretary-General Department for General Assembly and Conference Management
	Jane Holl Lute Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, by audio link
	Antigoni Axenidou Director, General Legal Division, Representative of the Legal Network
	Jillann Farmer Director, Medical Service Division, Chair, Medical Directors Working Group
	Cecilia Elizalde Director, Documentation Division, Department for General Assembly and Conference Management
	Menada Wind-Anderson Executive Officer, Department of Safety and Security, by videoteleconference
	Craig Harrison Chief-Policy, Compliance and Coordination Service, Department of Safety and Security, by videoteleconference

Organizations	*Name title and division*
International Labour Organization	**Greg Vines** Deputy Director-General
Food and Agriculture Organization of the United Nations	**Fernanda Guerrieri** Assistant Director-General, Corporate Services Department
	Getachew Engida Deputy Director-General
	Ruth De Miranda Director, Bureau of Human Resources Management
	Nutan Wozencroft Chief Financial Officer, Bureau of Financial Management
	Sachin Bhatt Senior Executive Officer, Office of the Director-General
World Health Organization	**Nick Jeffreys** Comptroller, Co-Chair of the Finance and Budget Network
	Roberto Balsamo Management Officer
International Monetary Fund	**Chris Hemus** Director, Corporate Services and Facilities Department
International Telecommunication Union	**Anders Norsker** Chief, Information Services and Representative of the Information and Communications Technology Network
World Meteorological Organization	**Angiolo Rolli** Director, Resource Management Department
World Intellectual Property Organization	**Magdi Bona** Assistant Controller
International Fund for Agricultural Development	**Lakshmi Menon** Associate Vice-President, Corporate Services Department
World Tourism Organization	**José G. Blanch** Director, Administration Division
	Sarbuland Khan Senior Counsellor

Organizations	*Name title and division*
International Atomic Energy Agency	**Janice Dunn Lee** Deputy Director-General and Head of Management
United Nations Conference on Trade and Development	**Adnan Issa** Chief of Resource Management Service
United Nations Development Programme	**Jens Wandel** Assistant Secretary-General, Assistant Administrator and Director, Bureau for Management Services
	Izumi Nakamitsu Assistant Secretary-General and Co-Chair, Programme Criticality Steering Committee, by videoteleconference
United Nations Environment Programme	**Theresa Panuccio** Director, Office for Operations and Corporate Services
Office of the United Nations High Commissioner for Refugees	**Karen Madeleine Farkas** Director, Division of Human Resources Management and Co-Chair, Human Resources Network
	Linda Ryan Controller
United Nations Children's Fund	**Fatoumata Ndiaye** Deputy Executive Director
	Lori Issa United Nations Partnership Specialist
United Nations Population Fund	**Laura Londén** Assistant Secretary-General and Deputy Executive Director (Management)
	Andrew Saberton Director, Division for Management Services
World Food Programme	**Robert Opp** Director, Innovation and Change Management
	Lidia Tutarinova Inter-agency Coordinator to the Assistant Executive Director
United Nations Office at Vienna/ United Nations Office on Drugs and Crime	**Dennis Thatchaichawalit** Director, Division of Management
United Nations Human Settlements Programme	**Andrew Cox** Director, Management and Operations Division

Organizations	*Name title and division*
United Nations Entity for Gender Equality and the Empowerment of Women	**Moez Doraid** Director, Management and Administration
United Nations System Staff College	**Claire Messina** Deputy Director, Programme Management and Business Development
Other representatives	
International Civil Service Commission	**Wolfgang Stoeckl** Vice-Chairman
	Regina Pawlik Executive Secretary
International Organization for Migration	**Laura Thompson** Deputy Director-General
	Carlos Oliver Cruz Special Assistant to the Deputy Director-General
Organizaton for the Prohibition of Chemical Weapons	**William Amoroso** Director, Administration Division
Representatives of Internal Audit Services of the United Nations Organizations (UN-RIAS)	**Susanne Freuh** Director, Internal Oversight Service, and Chair, UN-RIAS
United Nations Development Group	**John Hendra** Co-Chair, United Nations Development Group Working Group on Leadership, by videoteleconference
Federation of International Civil Servants' Associations	**Diab El-Tabari** President
Coordinating Committee for International Staff Unions and Associations of the United Nations System	**Ian Richards** President

Annex II

Checklist of documents

Item no.	*Title*	*Summary sheet*	*Document symbol*
	Provisional agenda	Not available	CEB/2016/HLCM/14
	Provisional programme of work		CEB/2016/HLCM/14/Add.1
A	Draft High-level Committee on Management strategic plan for 2017-2020	Yes	CEB/2016/HLCM/15
	Draft results framework — strategic plan for 2017-2020		CEB/2016/HLCM/15/Add.1
B	Chief Executives Board common principles to guide the United Nations system's support to the implementation of the 2030 Agenda (April 2016)	Not available	Not available
B.1	Draft High-level Committee on Management-High-level Committee on Programmes discussion paper on the United Nations system leadership model/framework	Yes	CEB/2016/HLCM/16
	United Nations Development Group Working Group on Leadership — draft United Nations leadership model		Not available
B.2	Briefing on the July 2016 session of the International Civil Service Commission	Yes	CEB/2016/HLCM/18
	Draft project proposal for the joint provision of common human resources functions (with comments by the Human Resources Network)	Yes	CEB/2016/HLCM/19 and Add.1
B.3	Outcome of the High-level Committee on Management task force on sexual exploitation and abuse	Yes	CEB/2016/HLCM/20
	Sexual exploitation and abuse		Not available
	Annexes:		
	6. A/69/779 — Report of the Secretary-General		
	7. A/70/135 — Amendments to the Staff Regulations and Rules		
	8. A/70/729 — Report of the Secretary-General		
	9. Annual compacts of Humanitarian Coordinators with the Emergency Relief Coordinator		
	10. Guidance package for the Trust Fund		
	11. Statement by the Inter-Agency Standing Committee on Protection from Sexual Exploitation and Abuse		

Item no.	*Title*	*Summary sheet*	*Document symbol*
B.4	Draft report on the costs of oversight and accountability structures in the United Nations system	Yes	CEB/2016/HLCM/21
B.5	Draft terms of reference of the High-level Committee on Management Task Force on Common Definitions Related to Fraud and Implementing Partners	Yes	CEB/2016/HLCM/22/Rev.1
B.6	Draft revised programme criticality framework	Yes	CEB/2016/HLCM/23
B.7	Briefing note by the United Nations Medical Directors Working Group — Health support plans for duty stations worldwide	Yes	CEB/2016/HLCM/26
B.8	Progress report — Introducing a common documentation XML standard for the United Nations system	Yes	CEB/2016/HLCM/24
	Progress report — Data Innovation Lab		CEB/2016/HLCM/25/Rev.1
C.1	Final report on the twenty-fourth session of the Inter-Agency Security Management Network (IASMN)	Yes	Not available
	IASMN — New policies of the United Nations Security Management System: (not for printing)		Not available
	– Guidelines on the management of HIV post-exposure prophylaxis (PEP) kits		
	– Guidelines on the security management of United Nations common premises		
	– Guidelines on the use of unarmed private security services		
	– Managing the procurement cycle for unarmed private security services manual		
C.2	Road map — International Year of Sustainable Tourism for Development	Not available	Not available

United Nations system CEB/2016/6

Chief Executives Board for Coordination

9 November 2016

Report of the High-level Committee on Programmes at its thirty-second session

(United Nations Headquarters, New York, 29 and 30 September 2016)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-second session at United Nations Headquarters in New York on 29 and 30 September 2016. The agenda of the meeting and the list of participants are contained in annexes I and II, respectively, to the present report.

2. In opening the first session of the Committee under her chairmanship, Dr. Margaret Chan, Director-General of the World Health Organization (WHO), expressed her pleasure at leading the Committee and her intention to do so by continuing to build on the recognized strengths of the Committee. The Chair underscored that the particular value added of the Committee, as the "thought leader" of the United Nations system, was to promote and champion coordination and coherence in policy and programmes by drawing on the analytical prowess and intellectual honesty of its members. In particular, the Committee was challenged to respond to the rigorous demands of the ambitious new sustainable development paradigm by promoting a whole-of-system perspective that transcended the pillars of the United Nations mandate.

3. The Chair observed that, as an agenda of transformation and integration, the 2030 Agenda for Sustainable Development and its 17 interconnected and indivisible Sustainable Development Goals called for greater strategic thinking, creativity and innovation, as well as the ability to effectively collaborate as partners. Above all, the new framework required United Nations system entities and other stakeholders, including Member States, to rise above the "siloed" structures that had tended to serve as organizing principles for the international community and its composite parts for decades.

4. Seventy years after its founding, the United Nations itself was at a crossroads and in need of revitalization, reinvention and transformation in order to effectively support the Agenda's key tenets — people, planet, prosperity, peace and partnerships — and to ensure that no one was left behind. Honest reflection and frank dialogue were needed for the United Nations system to arrive at a common

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and shared understanding of the nature and trajectory of that change. The Chair stressed that the High-level Committee on Programmes, with its capacity to "think across" global issues, was uniquely positioned to rise to that challenge and contribute to greater integration of development, human rights, humanitarian and peace and security concerns. In doing so, the Committee needed to focus its work on concrete and implementable deliverables that furthered the revitalization of the United Nations.

5. The Committee warmly welcomed Dr. Chan as its Chair and adopted the agenda of the session as proposed (see annex I to the present report).

II. Agenda item 1: Risk, prevention and resilience

6. The Chair recalled that various discussions in recent sessions of the Committee had pointed to the need for a coherent policy framework on risk management and resilience-building, identifying risk, prevention and resilience as a potential "common thread" connecting different United Nations pillars. At its thirty-first session, in March 2016, the Committee had considered a discussion paper on the topic presented by the World Food Programme (WFP) and requested further exploration of those analytical concepts, their interlinkages and their potential application across different United Nations pillars. At the CEB session in April 2016, the Secretary-General had highlighted the expectation that the Committee would deepen the United Nations system's conceptual understanding of risk, prevention and resilience, perhaps with a view to articulating a system-wide policy.

7. Expressing appreciation for his leadership, the Chair invited Paul Howe, Chief of the Emergencies and Transitions Unit, Policy and Programme Division, WFP, to introduce the paper entitled "Risk, prevention and resilience: exploring the conceptual linkages", prepared by the Committee's task team under his leadership. Mr. Howe stated that, in view of growing concerns that numerous crises would threaten and set back efforts to achieve the Sustainable Development Goals, a proactive approach to managing natural and man-made hazards was now needed more than ever. Several concepts, including risk, prevention and resilience, could be drawn upon to frame such an approach.

8. Against that background, the paper offered definitions for and examined relations among the concepts, which had largely developed independently in different contexts and thus tended to lack consistent understanding. The paper then explored the potential utility of a "risk and resilience framework", with prevention as a key activity within it. While such a framework would be most obviously applicable to the United Nations development pillar, it might also have the potential to be useful with reference to the peace and security and human rights pillars. Next, taking a systems perspective, the paper considered the possibility of applying such an overarching cross-pillar framework to the United Nations system's wider development activities.

9. In conclusion, the paper outlined three broad options for going forward, for consideration by the Committee:

(a) Interoperability of concepts: allowing the concepts of risk, resilience and prevention to continue to develop independently, but attempting to ensure a degree

of interoperability between them by establishing common definitions and points of convergence;

(b) A coherent framework for concepts: seeking to bring the concepts into a single risk and resilience framework by resolving the conceptual ambiguities and establishing a standardized sequence of actions for risk management and resilience-building, including across humanitarian and development work;

(c) A framework for the wider development context: seeking to incorporate these concepts into a system-wide view of the work of the United Nations to guide its broader efforts to achieve sustainable development.

10. Mr. Howe added that each option had advantages and disadvantages. Whichever was chosen, it would be important to consider how to overcome the practical barriers to translating it into practice.

11. In the ensuing discussion, the Committee affirmed the importance of greater clarity on these interlinked concepts and their utility for the work of the United Nations system. Applauding the high intellectual rigour and ambition of the paper, the Committee was unanimous in acknowledging the need to continue with the valuable work initiated on this topic. Views diverged, however, on the most appropriate and feasible option to move the work forward, with several members expressing openness to all three but others preferring to start with work of a relatively modest scope.

12. Several members supported the option of developing a framework that conceptualized risk and resilience as part of the wider development context. One important benefit of such an approach was that it would help to clarify the relationship between risk reduction, including prevention, and sustainable development. Such clarity, in turn, could support efforts to identify the costs of failing to reduce vulnerabilities and prevent crises and disasters, in terms of development gains lost and opportunities wasted to achieve the Sustainable Development Goals, which provide a blueprint and call to acknowledge and manage risk. This was critical for encouraging more investments in prevention, which continued to be vastly insufficient in spite of growing attention to the issue.

13. Other members considered such a comprehensive framework to be too ambitious, noting significant methodological challenges associated with it. Some also cautioned that intellectual simplicity might not necessarily increase utility, arguing that the "lowest common denominator" might not be conducive to implementation at the country level. At the same time, members overall acknowledged the necessity to provide the United Nations system and its partners with practical guidance and orientation and to demonstrate leadership in embracing the complexity of the 2030 Agenda and in taking a proactive and forward-looking approach to prevention. According to several members, such an approach would build on the World Humanitarian Summit and its key outcomes. Any framework, some argued, would need to be flexible and not too prescriptive, allowing for context-specific, demand-driven actions that were applicable to various situations, including fragile settings.

14. Despite such divergence of views, members invariably underscored that the interconnected and indivisible Sustainable Development Goals provided the

overarching strategic objective towards which all efforts across the pillars of the United Nations system were geared and that an innovative, multi-hazard and cross-pillar approach to assessing and managing risks to sustainable development was indeed required more than ever. Overall, they viewed the three proposed options as a continuum of necessary efforts that could be pursued in steps, rather than as mutually exclusive pathways. There was broad agreement within the Committee that, at a minimum, interoperability of concepts, taken preferably a bit further by also considering its programmatic application in the broader context, would help strengthen the credibility and effectiveness of the United Nations system. In addition, common language and conceptual understanding could serve as an enabling basis for joint analysis within, but potentially also across, pillars.

15. Commenting on the substance of a proposed risk and resilience framework, several members argued that it should aim to contribute to overcoming the humanitarian-development divide and discourage focusing on resilience in isolation from the broader sustainable development context. Such a narrow focus could divert attention from efforts to address underlying vulnerabilities, drivers of risks and root causes of humanitarian crises, by means such as safeguarding human rights, empowering vulnerable individuals and communities and strengthening governance and institutional robustness. A suggestion was also made to take a closer look at the risks and their underlying drivers that threaten peace and/or undermine economic and social rights, and further explore the notion of resilience as it related to conflict and human rights violations. In addition, it was cautioned that protection of vulnerable people and communities should be based on human rights rather than avoidance of exposure to risks, an aspect that could be lost in the effort of developing a simplified risk and resilience framework.

16. A member also pointed out the importance of examining the relationships among the elements of the framework, arguing, for example, that an overemphasis on notions of resilience, without due attention to States' obligations of prevention on the one hand, and accountability on the other, could lead to an undercutting of human rights, however unwittingly. Recalling examples of the disproportionate impact of extreme weather events on minorities in some countries, it was stressed that the United Nations approach to such issues needed to have a dedicated focus on non-discrimination, differentiation (vulnerability analysis) and disaggregation of data (i.e., the "whom" of risk analysis).

17. Several members underscored the need to move swiftly beyond conceptual discussions to efforts to operationalize these concepts at the country level, noting that it was important to focus on results and impacts. To that end, the framework needed to be less abstract and more illustrative, for instance through the use of examples. It was also important to identify channels through which the concepts, as well as a potential framework, would inform and support national development and disaster risk reduction plans. In that regard, it might be useful to consider the applicability and utility of a risk and resilience framework for other stakeholders beyond the United Nations system. The role of Member States was also underscored.

18. Going forward, it was felt important to continue to ensure linkages and complementarity with other relevant efforts of the United Nations system, Member States and other partners. For instance, the ongoing work under the United Nations

Development Group (UNDG) and the Inter-Agency Standing Committee on the humanitarian-development nexus was mentioned as relevant, as was that of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction. It was further suggested that this initiative, at a more advanced stage, might also benefit from considering linkages with the work of the High-level Committee on Programmes on enterprise risk management. Also noted were the discussions, in the context of the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations, of the system's role in supporting countries in reducing the likelihood of a crisis occurring or recurring, through an increased focus on prevention. It might prove valuable to consider potential lessons that the system could draw from the efforts of other actors, in particular the insurance industry, though caution was also voiced, stressing the importance of a human rights-based approach with an emphasis on the obligations of the State, rather than uncritical deference to profit-driven private insurance companies.

19. Reflecting on the rich and detailed discussion, Mr. Howe noted broad agreement among members on the need for clarification and harmonization of concepts and their relation to the Sustainable Development Goals. While more analysis seemed necessary before deciding which framework, and in some cases which terminology, would be most helpful to develop, any eventual framework would have to be flexible and voluntary, and of practical relevance at the field level. He observed that while the work in the current phase was normative, not operational, in accordance with the request of CEB, ultimately it would need to be directed to guiding implementation. He recognized that the task team would need to draw upon and support the relevant activities being carried out by different actors as it continued its effort.

20. The Chair concluded that the interoperability of concepts offered a good starting point, while encouraging the task team to broaden the scope of its work as appropriate in consideration of the potential merits of the other options. She further opined that it was important for the United Nations system to exhibit leadership in adapting to changing realities and inspire Member States to do the same. Concluding the session, the Chair requested the task team, under the leadership of WFP, to continue with its valuable work on the basis of the feedback provided and report on its progress for further review by the Committee at its thirty-third session.

Conclusion

21. **The Committee welcomed the progress of work as outlined in the paper on risk, prevention and resilience and, as a first step, requested the task team, under the leadership of WFP, to deepen its work on interoperability of concepts and a potential conceptual framework on risk and resilience, taking into account the feedback and guidance provided during the discussion. The Committee agreed to revert to the item at its thirty-third session, with a report on progress.**

III. Agenda item 2: United Nations system leadership model in the post-2015 era

22. The Chair recalled that CEB, at its April 2016 session, considering the critical importance of transformative leadership highlighted in the CEB common principles for the implementation of the 2030 Agenda, had tasked its high-level committees to help develop a shared concept of leadership characteristics necessary in the era of the Sustainable Development Goals, across different functions, levels and locations.

23. Accordingly, a joint task team of the High-level Committee on Programmes and the High-level Committee on Management had been formed, facilitated by the United Nations System Staff College, with the programmes committee focusing on the conceptual and definitional aspects from programmatic and policy perspectives, benefitting from the managerial expertise of the management committee. A discussion paper reflecting the task team's efforts thus far was before the Committee for inputs and guidance. The team's efforts, focused especially on global perspectives, had been closely coordinated with the complementary country-focused work of UNDG. The two processes would be joined together to produce a unified and comprehensive proposal, reflecting the perspectives and expertise of all three high-level committees, to be considered by CEB at its first regular session of 2017.

24. The discussion paper was introduced by Claire Messina, Deputy Director for Programme Management and Business Development of the United Nations System Staff College, who had facilitated the work of the joint task team. She stated that the task team's efforts had complemented and built on the higher-level values and overarching principles of leadership articulated through UNDG and were focused on going into more detail on what leaders should do and how the framework could be implemented. In its deliberations, the task team had expressed a preference for a "framework" — lighter and less prescriptive than a "model" — aimed at leading to concrete applications at agency, inter-agency and system-wide levels. It had also recommended focusing on characteristics that were new or different in the era of the 2030 Agenda: system thinking, co-creation and managing change and innovation.

25. The process of developing the framework would be highly participatory, with the aim of leading to a strong sense of ownership by United Nations system entities and widespread utilization of the framework. It would also seek to model some of the behaviours to be included in the framework itself, namely co-creation of both process and framework; involvement of United Nations staff across functions, levels and locations; consultation with non-United Nations stakeholders; and a step-by-step approach featuring designing, prototyping, piloting, scaling and continuous feedback loops akin to design thinking.

26. Ms. Messina solicited the Committee's guidance, especially on how leadership characteristics in support of the 2030 Agenda differed from existing leadership concepts; whether the framework should serve as a human resources tool or more ambitiously as an organizational tool to help shape the culture in which leadership is exercised; how to embrace and leverage the diversity and differences in the United Nations system while striving for a common framework; and what would make the framework inspiring to staff.

27. Craig Mokhiber of OHCHR, co-chair of the working group on leadership under UNDG, provided a complementary briefing on the work of that group. Since its establishment in 2014, the working group, with system-wide engagement beyond UNDG membership, had conducted reviews of relevant policies, guidance and assessments and facilitated consultations with resident coordinators and senior leaders at the field, regional and headquarters levels. On the basis of that process, the United Nations leadership model had been produced, identifying seven principal characteristics of a United Nations leader necessary to respond to the imperatives of the Charter, the norms of the Organization and the evolving policy framework, as well as the sustainable development agenda: norm-based, principled, accountable, multidimensional, transformational, collaborative and self-applied. That model, which had been endorsed by the UNDG Advisory Group, could be considered to define the "who we are" of United Nations system leadership. Mr. Mokhiber expressed support for the work planned to join it with the "what we do" (competencies) and "how we do it" (behaviours) in a unified High-level Committee on Programmes/High-level Committee on Management/UNDG proposal to be presented to CEB.

28. Before opening the floor for discussion, the Chair observed that leadership was one of the single most critical aspects of United Nations reform, stressing the necessity to reflect on whether the organizations had the right people on board and the extent to which they were nurtured to maximize their potential. She regarded this initiative also as an opportunity to develop a strong, inspiring proposal to improve the human resources system across the United Nations system in all its diversity, making it more transparent, fair, compassionate, nurturing and empowering.

29. In the ensuing discussion, the Committee expressed support for the work undertaken to date by both the High-level Committee on Management/High-level Committee on Programmes joint task team and the working group under UNDG and looked forward to considering a unified and comprehensive product. An aspirational outlook was seen as important to inspire and foster a different type of leadership that could fulfil the system's responsibility to help Member States meet the challenges of the 2030 Agenda. The Committee felt that the leadership framework should serve as a strategic organizational tool, from which human resources strategies would naturally flow. The collective vision and guidance of all United Nations system executive heads, including the incoming Secretary-General, was seen as critical in that regard. Members stressed the importance of quickly translating the concepts into actionable policies, supported by education and training. Many felt that co-creation was a particularly important concept on which success would be judged.

30. Through recent intergovernmental agreements, Member States had defined the vision to which the United Nations system had a responsibility to respond. In that context, it was felt that United Nations leaders should exhibit humility and be guided by nationally defined priorities, while remaining fully committed to international norms and standards. Several members stressed the need to emphasize in the framework that leadership and accountability were complementary and that one could not be achieved without the other. Considering the integrated nature of the 2030 Agenda, the Committee identified a breaking-down-the-silos mentality as a

particularly important behavioural change that needed to be prominently incorporated in the framework. Also important was a catalytic role for leaders in mobilizing partnerships and stimulating wider action.

31. Members pointed out that leadership was not exercised exclusively by leaders or managers and, therefore, the framework should be applicable at all staff levels, targeting both existing and emerging leaders. At the same time, the importance of creating a "professional management culture" was mentioned, where willingness to challenge and be challenged and be open to considering various options were identified as important characteristics. The need for the existing United Nations values of respect for diversity, integrity and professionalism to underpin the leadership framework was stressed. Further elements that were suggested for incorporation included gender awareness and sensitivity both in the way leaders recruit, retain and promote women and in the substantive pursuit of gender equality in the context of sustainable development; inclusive collaboration; a people-centred approach; and a principled human rights-based approach as stressed, for example, in the Human Rights Up Front initiative.

32. The importance of leadership skills development that enabled staff to react to changing circumstances was emphasized; an approach that did not teach leaders what to think but how to think was thus seen as appropriate. It was also suggested that the framework should build skills that would be valued inside and outside the United Nations system. The Chair seconded that notion, seeing mobility between United Nations entities and other organizations as presenting important growth opportunities.

33. Several members addressed field-level challenges specifically. There was a need to translate the aspirational vision of the 2030 Agenda, as well as the vision of the Agenda for Humanity emanating from the World Humanitarian Summit, to the country level. That would involve working towards shared outcomes, ensuring that no one was left behind, taking risk-informed approaches and engaging in new ways with partners. Such changes, some argued, would require empowered leaders to have different conversations with Governments in line with those new approaches and to be more externally focused in their coordination and cooperation with partners. Those shifts would need to be well supported by headquarters. The necessity, at times, to be courageous in interactions with Member States in relation to human rights questions or attempts to influence human resources matters or reinforce silos through funding was also mentioned. It was important to examine the fundamentals of what constituted a functioning system and seek enabling support from donors, for example in the form of funding that encouraged cooperation.

34. Pledging to take the Committee's feedback into account in the work going forward, Ms. Messina highlighted four key points that she took from the discussion: the importance of focusing on the characteristics that drove change; the value of the model being in its operationalization; the need to place more emphasis on attitude as opposed to knowledge or skills; and the concurrent need for an environment conducive to producing leaders and for leaders who could change the environment. Mr. Mokhiber thanked members for the many points raised that reinforced the model developed in the UNDG paper, which could constitute the definition of "who" United Nations system leaders were and serve as a basis for the subsequent consideration of "what" and "how", to ultimately form a single integrated proposal.

35. In conclusion, the Chair expressed appreciation for the excellent work undertaken by all three high-level committees and reaffirmed that the High-level Committee on Programmes, building on the day's discussion, would work closely with the High-level Committee on Management and UNDG to produce a single, unified and comprehensive proposal, reflecting the integrated perspectives and expertise of all three committees, for consideration by CEB in 2017.

Conclusion

36. **The Committee supported the seven leadership elements outlined in the paper on the United Nations leadership model developed under UNDG auspices as a basis for further efforts to be undertaken by the Committee in collaboration with the High-level Committee on Management and UNDG. The Committee further supported the approach, plan and focus areas for such further work as proposed by the joint High-level Committee on Programmes/High-level Committee on Management task team, pending adjustments, as appropriate, in light of the comments and inputs provided during the discussions (and those from the High-level Committee on Management). The Committee requested the joint task team, together with the working group on leadership under UNDG, to prepare a unified and comprehensive proposal on United Nations system leadership for consideration by the Committee at its thirty-third session, with a view to submitting it to CEB at its first regular session of 2017.**

IV. Agenda item 3: Cross-pillar linkages and the 2030 Agenda for Sustainable Development

37. The High-level Committee on Programmes, at its thirtieth session, deliberated on a discussion paper prepared by the Department of Political Affairs of the Secretariat, entitled "Promoting peaceful, just and inclusive societies and preventing violent conflict". The focus of the paper was on strengthening collaboration between the development and peace and security actors of the United Nations in preventing conflict and supporting delivery of the Sustainable Development Goals. CEB, following discussion of the paper at its November 2015 session, tasked the Committee to develop an analysis to address, from policy and strategic coherence perspectives, the interlinkages between distinct Sustainable Development Goals and wider peace and security concerns and respective cross-pillar integration opportunities centred on prevention. That work was carried out under the leadership of the United Nations University.

38. At the current session, the Committee had before it an analytical paper entitled "Peaceful, just and inclusive societies: a think piece on linkages in Agenda 2030", prepared by the United Nations University in consultation with 21 volunteering entities. The Committee was invited to reflect on a way forward for the United Nations system on the issue of cross-linkages and the role of the Committee in that regard.

39. In introducing the paper, Rahul Chandran, of the United Nations University Centre for Policy Research, noted that it was intended primarily to stimulate

discussion rather than provide comprehensive conclusions on the issue of cross-pillar linkages. In accordance with the directives of CEB, the analysis was focused on Goal 16, which called for the promotion of peaceful and inclusive societies with justice for all, building on the Committee's earlier work, notably the discussion paper prepared by the Department of Political Affairs.

40. Providing an overview of the paper, Mr. Chandran observed that while the Sustainable Development Goals provided a framework that was universal and deeply interlinked, little was actually known about the nature of those linkages. Given that the actual model of linkages would need to emerge from narratives and conversations that needed to be carried out at the national and local levels, among a wide variety of stakeholders, the United Nations had an important role in enabling and taking part in those national dialogues. In that regard, understanding normative obligations, for example around human rights and gender equality and how they related to the Sustainable Development Goals, was critical if the United Nations system wished to engage with national stakeholders from a position of strength and clarity.

41. The paper identified the lack of adequate knowledge and hard evidence on linkages among the Sustainable Development Goals as a primary constraint for the United Nations in effectively providing advice to Member States in that regard. That constraint was especially pronounced with respect to Goal 16. Nevertheless, there were opportunities for the United Nations system to act collectively, to exert leverage and influence through partnerships with other actors, especially at the national level, and to return to the normative fundamentals as a point of universal engagement. That was predicated upon investments in knowledge, innovation and experimentation, the empowerment of staff and leadership with the capacity to engage in system thinking, co-creation and managing change and innovation, perspectives that were also relevant to the Committee's consideration of the United Nations leadership model.

42. During the discussions, Committee members acknowledged the challenges outlined in the paper, though to a lesser degree of pessimism. Indeed, several members were of the view that the evidence base was in fact more robust than presented in the paper, both in terms of the peace and Sustainable Development Goal linkage specifically but also, more broadly, the benefits of an integrated cross-pillar approach. There existed a body of knowledge and experience from which the United Nations system could draw important lessons as it deepened the work. For example, the United Nations Office on Drugs and Crime pointed out the work that had been undertaken on the links between crime and development. Furthermore, a representative of the United Nations Relief and Works Agency for Palestine Refugees in the Near East noted that that agency's work encompassed different pillars in a geographically contained setting and thus might offer a concrete case for useful analysis.

43. Nevertheless, members broadly agreed with and welcomed the conclusion on the need to fill the gaps in knowledge, thinking, data and analytical capacity in the United Nations system, endowing the system with the capacity to support interlinked Sustainable Development Goals and provide differentiated programmatic support in response to countries' diverse needs and priorities. In that context, it was suggested that knowledge gaps be analysed on three levels — (a) the normative,

(b) operational experience and (c) research, academia and the private sector — in order to gain further insights into the current capacity and consider steps necessary to strengthen it.

44. Commenting specifically on the paper's analysis of the linkage through the lens of Goal 16, some speakers pointed out that the humanitarian agenda could neither conceptually nor practically be separated from the sustainable development agenda, and that a more refined approach to examining linkages was thus required. One participant observed that the earlier paper by the Department of Political Affairs had taken a broader view of interlinkages between peace and conflict prevention and the achievement of the Sustainable Development Goals, and expressed the hope that that wider perspective could be restored. A number of Committee members highlighted specific issues that were deemed to be of particular relevance with respect to the linkages around Goal 16 and which required a deeper analysis. Those issues included the role of external drivers of conflict, existing power relations and patriarchal structures, conflict prevention and reconciliation and the role of social dialogue.

45. One member, pointing out that the root causes of conflict (deprivation, discrimination, effects of climate change, etc.) were addressed throughout the 2030 Agenda, cautioned against randomly selecting some goals while excluding others, which could undermine the integrated nature of the new agenda. Given the complex content of Goal 16, it might not be correct for the analysis to reduce it to a "peace goal", just as earlier efforts to define it as a "human rights goal" had been rightly rejected. In addition, given the situation and drivers in conflict countries, an assumption that domestic conflict prevention would be largely adequate for advancing peace might leave an important analytical lacuna — that of the international dimension.

46. A considerable number of Committee members pointed to the need to consider the country context and the differentiated needs and priorities of countries when exploring interlinkages among the Sustainable Development Goals. Facilitating dialogue on linkages in implementation at the country level was seen as an important contribution by the United Nations system. In that context, many participants stressed the need to seek engagements beyond government ministries and include other national and local stakeholders, such as civil society and community groupings. The challenge for the system was to maintain a holistic view of implementation — the outlook of a prime minister, rather than that of a line minister, as one participant put it — and support sometimes difficult decision-making involving possible trade-offs among competing priorities in an institutional and political landscape where authority tended to operate through sectoral channels, especially at the national level.

47. Members underscored the importance of jointly defining and working collaboratively towards shared outcomes across United Nations system and government entities. Areas that required specific attention in that regard included strengthening equality, especially gender equality, promoting social inclusion and protecting human rights. Some speakers also pointed out that any joint approaches to cross-pillar collaboration must be firmly anchored in the competitive advantage of the United Nations system, namely its role as the custodian of globally agreed normative frameworks and its ability to provide participatory spaces for political

consultations and consensus-building. A number of instruments, both normative and operational, were already at the disposal of the system, and serious efforts were under way to advance integration on the ground, including common country assessments, the "Delivering as one" approach and the Human Rights Up Front initiative. The lack of data, especially disaggregated data, was seen by many as a serious impediment to identifying those who were excluded and left behind. Members stressed that the United Nations system had an important role to play in that area but needed to strengthen its capacity to do so.

48. The dynamic interlinkages among all Sustainable Development Goals created complexities that could risk overwhelming those tasked with supporting the Agenda's implementation, potentially leading to paralysis and fragmentation. Some members thus advocated for a pragmatic approach that focused, as an initial step, on integration in priority areas for action where such integration was practical and feasible. On the other hand, the Committee was cautioned by one participant against settling for a "low-hanging fruit" approach to avoid the complexities of the 2030 Agenda, including its normative foundation.

49. The diversity of the United Nations was also recognized as a strength. It was stressed that the system must work in a coordinated, coherent and complementary manner, drawing on the expertise of the individual entities, to support the achievement of the 17 indivisible goals and to minimize the risk of overlaps, duplication and inefficient use of resources.

50. Members expressed the view that both incentives and institutional mechanisms needed to be put in place to help United Nations country teams to better integrate by working across mandates and structures. For that to happen, a fundamentally different way of working was needed that emphasized and rewarded innovation and creativity. The diversity of the United Nations system, and the knowledge and expertise that were locked up within it, were its strongest assets. To unlock that knowledge required a leadership model that promoted a culture of collaboration and the ability to drive change.

51. In conclusion, the Chair thanked the United Nations University for having provided the Committee with a stimulating think piece that had sparked a useful debate. The topic of interlinkages and cross-pillar integration was at the heart of the implementation and achievement of the Sustainable Development Goals. Despite divergent views on various points contained in the analytical paper, the Chair confirmed broad agreement within the Committee that more needed to be done to enhance the United Nations system's knowledge, thinking and data capacity in order to build a deeper, more dynamic and shared understanding of the linkages across the goals of the 2030 Agenda.

Conclusion

52. **The Committee tasked the Secretariat with developing, in consultation with relevant entities and taking into account the discussions just concluded, a concrete proposal on how to take forward an effort aimed at enhancing the United Nations system's knowledge, thinking and data capacity, for consideration by the Committee at its thirty-third session.**

V. Agenda item 4: Equality and non-discrimination at the heart of sustainable development

53. The Chair recalled that the Committee had begun its engagement with this topic at its twenty-ninth session, in March 2015. It had approved a positioning paper and a draft CEB statement of commitment at its thirtieth and thirty-first sessions, respectively. In the statement of commitment issued on 27 April 2016,[1] CEB had requested the Committee to develop a "shared framework for action" to put the imperative to combat inequalities and discrimination at the forefront of United Nations efforts to support implementation of the 2030 Agenda for Sustainable Development. Accordingly, a draft shared framework, developed by the Committee's consultative group on inequalities under the leadership of OHCHR and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), was now before the Committee for approval.

54. The framework was introduced by the consultative group's co-chairs, Craig Mokhiber of OHCHR and Moez Doraid of UN-Women. Mr. Mokhiber recalled that the draft framework had been developed through several rounds of consultations within the consultative group, following which the entire membership of the Committee had been given an opportunity to provide preliminary feedback. The proposed framework had been developed on the basis of the positioning paper and the CEB statement previously approved by the Committee. Following the Committee's advice against a heavy system-wide action plan, the proposal attempted to build on existing policies, tools and methodologies and to focus on concrete action and greater coherence.

55. Mr. Doraid noted that the 2030 Agenda included two goals explicitly concerned with equality (Goal 5 on gender equality and Goal 10 on inequality within and among countries), while all other Sustainable Development Goals called for more equitable development and access to the constituent elements of development for all people. Member States had put leaving-no-one-behind at the heart of the new Agenda and committed themselves to a range of goals and targets that directly addressed discrimination and inequalities within and among countries. In response to that call, the draft framework set out a conceptual framework that comprehensively addressed equality, non-discrimination and equity, covering both horizontal and vertical inequalities, inequalities of opportunities and outcomes, intergenerational equity and global inequalities among countries.

56. Mr. Mokhiber concluded by outlining the actions proposed in the draft framework to ensure coherence, fill gaps, develop a more integrated response and expedite United Nations system action. He highlighted the next steps for its implementation, namely (a) integration into the strategic frameworks, policy guidance and plans of CEB member organizations; (b) periodic review of progress by the Committee; and (c) engagement with UNDG towards operationalization at the country level.

57. Expressing appreciation for the stellar work done to date, the Chair recalled that the draft before the Committee already reflected extensive feedback received

[1] Available from www.unsceb.org/CEBPublicFiles/CEB%20Jt%20Statement%20of%20Commitment_%20Combat%20inequalities%20and%20discrimination-ODS.pdf.

prior to the current session, and thus urged members to focus on the way forward and not to reopen or reiterate what had already been agreed to in the previous sessions.

58. The Committee expressed strong support for the proposed framework and enthusiasm to contribute to its implementation, commending the highly consultative manner in which it had been developed. Combatting inequalities and discrimination was seen as a unifying theme for the entire United Nations system, while it was recognized that the framework would be operationalized within the different mandates of the individual institutions. The need for a system-wide approach to this challenge was stressed, including across development and humanitarian work, with due respect for humanitarian principles. Many felt that this initiative demonstrated the Committee's value added in translating the aspiration to put equality at the heart of sustainable development into concrete terms, to which members could contribute on the basis of their own mandates and expertise.

59. Members suggested a number of issues that could be further emphasized in or added to the paper, including identification of different forms of vulnerable situations in which individuals might find themselves, including as victims of trafficking; a greater emphasis on migrants and refugees as rights holders under universal human rights and international refugee law and more focus on the drivers of migration and displacement; further elaboration of the topic of exclusion of vulnerable groups from the formal economy; misuse of criminal law against certain population groups that further exacerbated inequalities; and support for measures to prevent and reduce urban slums, which were themselves a manifestation of inequality and discrimination. It was also suggested that explicit reference be made to the right to enjoy scientific progress and cultural rights, and that the regional dimension, particularly as it related to connectivity, cybersecurity and mobility, be strengthened.

60. Furthermore, the importance of combatting inequalities and discrimination in the context of humanitarian programming was highlighted, for example with regard to access to assistance and services. In addition to promotion of more equitable global trading and financial systems, action to support the development and growth of countries' cultural and creative sectors to increase the flow of cultural goods and services was suggested. The opportunity to reduce poverty and inequalities by valuing and remunerating services linked to natural assets (e.g., coastal management, sustainable agriculture, landscape management, etc.) was also highlighted.

61. One member felt that, as presented, the framework focused disproportionately on income and wealth disparities and would benefit from a more multidimensional approach that captured political, environmental, social, cultural, spatial and knowledge dimensions. It was further observed that equality and inclusion were different but related issues (for example, many forms of inequality could not be analysed in terms of discrimination) and that further analysis on their connections was needed. Given the importance of social science research to identifying the causes, extent and impact of inequality and the most effective policies for promoting equality, reference was made to the recommendations contained in the 2016 *World Social Science Report*, "Challenging inequalities: pathways to a just world".

62. The difficulty in obtaining the data necessary to ensure that no one was left behind was acknowledged, in particular as they related to some vulnerable groups, such as victims of human trafficking and smuggling, and in cases where populations were criminalized. In that context, the Committee was reminded that disaggregated data needed to be handled carefully to protect the safety, security and privacy of vulnerable groups. The People Living with HIV Stigma Index, a community-led data collection effort informing analysis of inequalities and discrimination, was offered as an additional measurement and monitoring tool that could be utilized by the United Nations system.

63. It was noted that there was a proliferation of monitoring structures around the Sustainable Development Goals and that it would be important to harmonize and align monitoring of inequalities/discrimination with other mechanisms. Moreover, agreement on the disaggregation of data, especially as it related to inequalities and discrimination, was necessary. The Global AIDS Response Progress Reporting and the Joint Programme Monitoring System were highlighted as relevant accountability mechanisms. It was also observed that some of the elements addressed in the paper (e.g., universal health coverage, protection of the rights of lesbian, gay, bisexual, transgender and intersex persons, etc.) were considered controversial in some contexts and work would be needed to determine how to overcome challenges to implementation.

64. Messrs. Mokhiber and Doraid thanked the Committee for its strong support and its constructive suggestions, which they felt referred mostly to elements that were already present in the draft and could easily be deepened on the basis of specific language to be received from members.

65. The Chair concluded by confirming that the Committee was prepared to approve the shared framework for action, updated with suggested changes to be submitted in writing, for endorsement by CEB. Given the criticality of this work to the United Nations system's delivery on the 2030 Agenda, the Committee considered it important to be periodically informed of progress and provide guidance on key strategic issues or systemic bottlenecks that might be identified in the course of the implementation. To that end, the Committee welcomed sustained engagement of its consultative group on inequalities under the continuing leadership of OHCHR and UN-Women. The Chair also underscored the importance of linkages between policy/normative work and country-level action, noting with appreciation that the Committee's work was coordinated closely with relevant UNDG mechanisms, with a view to operationalization at the country level.

Conclusion

66. **The Committee approved the shared framework for action to put equality and non-discrimination at the heart of sustainable development (see CEB/2016/6/Add.1), subject to the incorporation of comments made, for submission to CEB for endorsement at its second regular session of 2016.**

VI. Agenda item 5: Follow-up to the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants

67. The Chair recalled that the General Assembly, on 19 September 2016, had convened a high-level plenary meeting in New York on addressing large movements of refugees and migrants. The meeting had resulted in the adoption of the New York Declaration for Refugees and Migrants (see General Assembly resolution 71/1), which included a series of political commitments undertaken by Governments for refugees and migrants. The Declaration also recognized the role of the United Nations system in supporting countries of origin, destination and transition as well as the services the system directly provided to migrants and refugees.

68. The Chair took the opportunity to warmly welcome the International Organization for Migration (IOM) as a full member of the Committee, recalling that the Secretary-General of the United Nations and the Director-General of IOM had signed a relationship agreement between their two organizations on the occasion of the high-level plenary meeting, effectively bringing IOM into the United Nations family of organizations.

69. Noting that the objective of the discussion was to reflect on the outcome of the high-level plenary meeting and consider the role of the United Nations system in its follow-up, the Chair asked the Committee to focus on the need for: (a) any specific actions required of the United Nations system in the follow-up; (b) any particular system-wide efforts or joint actions; and (c) any potential role for the Committee in that regard. The Chair invited Karen AbuZayd, Special Adviser to the Secretary-General on the Summit on Addressing Large Movements of Refugees and Migrants, to brief the Committee on the outcome of the meeting and necessary follow-up.

70. Stressing that large movements of refugees and migrants was an issue of truly global proportions requiring the engagement of all countries and the entire United Nations system, the Special Adviser expressed her gratitude for the constructive engagement of all relevant United Nations organizations in the lead-up to and during the high-level plenary meeting. With the holding of the meeting and the adoption of the New York Declaration, a number of tangible commitments for improving the situation of refugees and migrants had been made. Most notably, the meeting had created momentum for the development of a global compact on refugees and a global compact for safe, orderly and regular migration; reached agreement to hold an intergovernmental conference on international migration in 2018; recognized humanitarian-development linkages and the rights of all migrants, regardless of their migration status; affirmed the commitment to education for all children regardless of their migration status; and addressed the issue of children in detention and protracted refugee situations. Above all, the high-level plenary meeting and the New York Declaration had acknowledged the shared responsibility for refugees and migrants and the need for the international community to do more to address the global challenge of large movements of refugees and migrants.

71. While the primary responsibility for implementing the commitments contained in the New York Declaration rests with Member States, the Special Adviser stated that the United Nations system had an important role to play in supporting their

realization, especially at the country and regional levels. Her office had already taken concrete steps for compiling actions and commitments by individual entities of the United Nations system in follow-up to the high-level plenary meeting. Initiatives mentioned as priorities in the New York Declaration included the launching of intergovernmental negotiations related to the conference on international migration, for which the Department of Economic and Social Affairs of the Secretariat and IOM would provide secretariat support; implementation of the comprehensive refugee response and the consultations to be led by the Office of the United Nations High Commissioner for Refugees (UNHCR) on the global compact on refugees; the global campaign to counter xenophobia, led by the Department of Political Affairs; and the development by the Global Migration Group of guidelines on the protection of the human rights of migrants in vulnerable situations. Furthermore, the Deputy Secretary-General intended to continue to hold regular Steering Committee meetings with all relevant United Nations organizations on the issue of follow-up to the high-level plenary meeting. It was also noted that the issue of internally displaced persons was being taken forward by entities of the United Nations system. In closing, the Special Adviser stated that the Committee's perspective on the need for particular system-wide efforts was timely and much appreciated as an important input to the follow-up process.

72. In the ensuing discussion, the Committee unanimously welcomed the outcome of the high-level plenary meeting and thanked the Special Adviser and her team for the collaborative process through which United Nations entities had been involved in the preparation of the meeting and in the meeting itself. With regard to actions by entities of the United Nations system in follow-up to the meeting, Committee members overwhelmingly pointed to the broad range of existing mechanisms and processes that afforded United Nations entities the opportunity to make a substantive contribution to the implementation of the New York Declaration. Those included, for example, periodic assessments of progress made in the implementation of the New York Declaration, the High-level Dialogue on International Migration and Development, the global campaign to counter xenophobia and the work of the Global Migration Group.

73. Several Committee members highlighted specific substantive issues that needed to be addressed in the follow-up to the high-level plenary meeting and to which United Nations entities could make an important contribution, including the provision of migration data and gender statistics on migrants and refugees; inclusion of refugees in labour markets; remittances; linkages with implementation of the Sustainable Development Goals; gender-responsive measures; children and education; internally displaced persons; and protracted displacement. In addition, some Committee members highlighted specific follow-up actions for which their respective entities had been assigned lead responsibility in the implementation process. The important human rights content of the New York Declaration and its two annexes was underscored, including attention to violations as drivers, recognition of the rights of migrants regardless of their status, the right to due process and the threat of xenophobia, as well as the explicit recognition of the place of human rights in the follow-up processes.

74. Regarding system-wide efforts in follow-up to the high-level plenary meeting in the area of migration, many Committee members expressed strong support for the

work of the Global Migration Group and its role in inter-agency coordination. The Group, which was currently led by UN-Women and brought together 20 United Nations system entities with relevant expertise, was deeply committed to supporting Member States' efforts to implement the New York Declaration. The Group was already engaged in critical follow-up work by developing principles and practical guidance for the protection of the human rights of migrants in vulnerable situations. In addition, the Global Migration Group was well placed to coordinate United Nations system support for the development of the proposed voluntary guidelines on the treatment of migrants in vulnerable situations, as well as to prepare a joint United Nations system report as input to the international conference on migration to be held in 2018. Some members pointed out that the Group needed to undergo some internal reflection to ensure that it was indeed capable of meeting the demands and expectations of the changed political and institutional landscape regarding the issue of migration. Others suggested that it also needed to ensure that its activities were inclusive of the entire range of United Nations system expertise.

75. Root causes and drivers of displacement and human mobility were specifically identified by Committee members as issues in need of greater and more coherent attention within the United Nations system. In that context, specific political and environmental issues, such as fragile States and climate change, and their linkages to displacement, were highlighted. It was noted that while the Global Migration Group played an important role in inter-agency coordination, other parts of the United Nations system also had notable contributions to make towards a coherent and coordinated approach to migration and disaster displacement. For that reason, while the Committee expressly favoured a light-touch approach to system-wide coordination and coherence based on existing mechanisms, members also saw a potential substantive role for the Committee — and its broader and more diverse membership — in the future and proposed that the Committee remained seized of the matter.

Conclusion

76. **The Committee agreed to keep the matter of system-wide follow-up to the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants under review and, as appropriate, consider progress on the issue at future sessions with a view to making further contributions, from broad and diverse system-wide perspectives, in the area of policy coherence and programmatic coordination across United Nations efforts.**

VII. Agenda item 6: Climate change

77. Recalling the historic adoption of the Paris Agreement in December 2015, the Chair invited the Committee to turn its attention to the topic of climate change. Recognizing the need to develop a coordinated approach, the Committee, at its thirty-first session, had approved a set of common core principles for a United Nations system-wide approach to climate action (see CEB/2016/4, para. 57), which CEB had endorsed in April 2016. As the next step, the Committee had requested the United Nations Environment Programme (UNEP), the Department of Economic and Social Affairs and the United Nations Development Programme (UNDP), at a

suitable senior level, to develop a proposed road map for a possible comprehensive United Nations system strategy on climate change. Accordingly, the Committee had before it, for its consideration, a proposal prepared by the Assistant Secretaries-General of the three designated entities, in consultation with key stakeholders.

78. The lead authors of the proposal, Magdy Martínez-Solimán (UNDP), Thomas Gass (Department of Economic and Social Affairs) and Elliott Harris (UNEP), noted that their efforts had been guided by the common core principles and the previous Committee discussions on the topic. The strategic approach would aim at providing substantive and operational guidance to accelerate implementation of the Paris Agreement as an integral part of the broader 2030 Agenda. It was intended to be light and to provide added value to existing mechanisms and each entity's ongoing and planned efforts to maximize collaboration within the United Nations system on climate change, with a focus on areas of high impact. That could entail deepening existing collaboration or identifying action areas where joint approaches could be more effective in tackling new challenges. Furthermore, the proposed approach recognized that ensuring coherence between policy and country-level implementation would require close coordination between the Committee and UNDG.

79. The proposal was accompanied by a road map containing a proposed process and timeline with concrete steps and deliverables, geared towards finalizing the preparation of the strategic approach for endorsement by CEB at its first regular session of 2017. The presenters underlined the importance of a collaborative and inclusive process in taking the effort further. In that context, they especially noted the valuable contributions made to date by the World Meteorological Organization (WMO), the United Nations Framework Convention on Climate Change and others, including the Special Adviser to the Secretary-General on the 2030 Agenda for Sustainable Development and Climate Change, and invited all agencies with relevant expertise to actively contribute to the development of the strategic approach. To that end, they suggested the establishment of a time-bound core task team of senior technical advisers, while confirming their willingness to continue to guide the effort to a successful conclusion.

80. In the ensuing discussion, the Committee welcomed the proposal and expressed strong agreement with the need and rationale for the development of a strategic approach. In particular, the focus on maximizing collective impact while recognizing each entity's unique contribution was much valued. The Committee widely favoured a light-touch, succinct and strategic document. Many stressed the need to develop it swiftly, noting that addressing climate change was a race against time and that any delay would increase the challenge, given its cumulative impact. It was also underlined that the strategic approach could serve as an inspiration for individual entities' climate change strategies, many of which were in the process of being finalized, and as guidance on mainstreaming climate change effectively across the United Nations system's collective policy work in support of the 2030 Agenda. The Committee expressed strong agreement with the intention to clearly articulate the interlinkages between climate action and sustainable development as part of the strategic approach.

81. In addition, the approach should encourage the transformational changes that were required to achieve the Sustainable Development Goals and the objectives of

the Paris Agreement, as well as measures to support governments in reaping the benefits of that transformation. The Committee further stressed the importance of linking policy, programme and operations, which required close linkages with UNDG, noting that ultimately, the success of the strategic approach would be determined by the degree to which it translated into accelerated action at the country level. The approach would therefore need to focus on impact and results, based on services the United Nations system could provide to Member States at the country and regional levels in response to their needs. Critical in that regard was a concerted and long-term effort by the United Nations system to build national capacities in key areas, including climate services such as early warning systems. The role of United Nations country teams in driving the implementation of the strategic approach was noted, as well as the need for further guidance in that area.

82. Several Committee members stressed the importance of partnerships and cooperative action at all levels, involving the private sector, civil society and local governments, with a view to mobilizing support for more ambitious climate action. Going forward, it was important to align work undertaken in pursuit of the strategic approach with ongoing initiatives and partnerships, such as the recently launched subnational climate action hub. Similarly, the strategic approach should ensure linkages and incorporate lessons learned from related efforts, including the United Nations Plan of Action on Disaster Risk Reduction for Resilience, as well as other international treaties and protocols. It should reference and encourage further efforts of the United Nations system to lead by example in reducing its own environmental and climate footprint. Finally, it was suggested that a monitoring and impact assessment framework for the implementation of the strategic approach be developed, which would strengthen the accountability of the United Nations system with regard to climate change action.

83. Turning to the proposed key action or impact areas around which the strategic approach could revolve, a number of members highlighted specific work done by their organizations on which the strategic approach could draw, as well additional areas requiring the United Nations system's collective engagement. These included support to Governments in converting nationally determined contributions into investment plans and reformed policy, with a view to increasing the ambition of action over time; aligning financial investments with a 1.5 degrees Celsius pathway; and loss and damage associated with climate change, including displacement and migration in the context of slow-onset events, disasters and crises, recognizing that migration could also be an adaptation strategy in some cases. Bearing in mind that most developing countries had included the agricultural sector in their nationally determined contributions, the importance of climate change adaptation and mitigation actions for the implementation of the Paris Agreement was emphasized. The use of information and communications technologies to advance climate action was also noted as a strategic opportunity.

84. Furthermore, particular emphasis needed to be given to the role and voices of women in climate action. That required, among other things, the availability and use of disaggregated data and gender-sensitive analysis to guide United Nations system efforts across the different action areas. Given the urgency of the issue, advocacy efforts geared to increasing political will for transformational change and mobilizing constituencies to demand climate action were also seen as an action area

that could be further explored in the strategic approach. In that regard a suggestion was made to complement the focus on capacity-building, which applied mainly to low- and middle-income countries, with an area of advocacy and constituency-building to address situations where shortcomings were related not primarily to capacity, but to political will. In addition, given the disturbing (and growing) global pattern of persecution and assassination of environmental defenders, a focus on protection was also suggested.

85. The Committee expressed support for the establishment of the proposed core task team with a time-bound mandate to develop the strategic approach. In that regard, several members (WMO, the United Nations Framework Convention on Climate Change, the United Nations Office for Disaster Risk Reduction, the United Nations Educational, Scientific and Cultural Organization, IOM, the United Nations Human Settlements Programme, UN-Women, the United Nations Population Fund, the World Bank, the International Monetary Fund, the Food and Agriculture Organization of the United Nations, WFP and UNHCR) took the floor to express their interest in joining the core task team.

86. In concluding the discussion, the Chair noted the Committee's strong support for the proposal to develop a United Nations system strategic approach on climate change action through a core task team of United Nations entities with relevant expertise in the area. The Committee expressed appreciation to the Assistant Secretaries-General of UNDP, UNEP and the Department of Economic and Social Affairs for their leadership to date and for their willingness to provide guidance to the work of the core task team.

Conclusion

87. **The Committee approved the proposed road map for the preparation of a United Nations system-wide strategic approach on climate change action (see annex III to the present report), pending incorporation of the revisions emanating from the discussion, and agreed to the establishment of an ad hoc time-bound core task team to prepare the strategic approach, under the continued guidance of the Assistant Secretaries-General of UNDP, UNEP and the Department of Economic and Social Affairs and taking into account the discussion just concluded, for consideration by the Committee at its thirty-third session.**

VIII. Agenda item 7: Summary of information items

88. Prior to the thirty-second session, the information notes referred to below were sent to Committee members for review and endorsement on a non-objection basis. No objection was received and comments received were duly reflected in the final versions of the notes. The Chair therefore invited the Committee to take note of the reports, which provided updates on progress made since the thirty-first session of the Committee.

89. Given that the information notes covered longstanding topics that were substantively well developed and had been extensively consulted through their existing inter-agency mechanisms, the Committee agreed to the Chair's proposal

that, in future, progress reports would be received and reviewed by the Committee on an annual basis at the fall session, rather than on the current twice-yearly cycle, except when important developments required consideration by the Committee in the interim.

A. Programme of Action for the Least Developed Countries for the Decade 2011-2020

90. The information note prepared by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States reported on the launch of the toolkit for mainstreaming the Programme of Action at a high-level United Nations system event held during the midterm review of the implementation of the Programme of Action. It also brought to the Committee's attention the work planned, in accordance with the political declaration of the midterm review, on investment promotion for least developed countries, to be pursued consultatively by the Inter-Agency Consultative Group for Least Developed Countries, led by the Office of the High Representative, and the United Nations Inter-Agency Cluster on Trade and Productive Capacity, led by the United Nations Conference on Trade and Development. The Chair invited the Committee to take special note of this upcoming effort to develop a coordinated approach to supporting investment promotion for least developed countries.

B. Reports of UN-Water, UN-Energy and UN-Oceans

91. The information notes prepared by UN-Water, UN-Energy and UN-Oceans provided progress updates on the recent activities of the three inter-agency coordination bodies. In particular, the Chair invited the Committee to note the official launch of the UN-Oceans inventory of mandates, priorities and ongoing and planned activities.

Conclusion

92. **The Committee took note of the information notes. The Committee decided to review progress on these informal items on an annual basis in principle.**

IX. Agenda item 8: Other issues

A. Dates and venue of the thirty-third session of the High-level Committee on Programmes

93. Members were informed of the proposal to hold the thirty-third session of the Committee in New York on 16 and 17 March 2017.

Conclusion

94. **The Committee confirmed the dates of 16 and 17 March 2017 for its thirty-third session, to be held in New York.**

B. Any other business

95. In advance of the session, the Committee had received from the World Tourism Organization (UNWTO) a briefing note containing a road map outlining the proposed activities of the International Year of Sustainable Tourism for Development, 2017, proclaimed by the General Assembly in its resolution 70/193. UNWTO explained that the International Year presented a unique opportunity to showcase tourism's contribution to the achievement of the 2030 Agenda, noting that tourism was specifically mentioned in three Sustainable Development Goals and could also contribute directly or indirectly to all 17 goals. The opening ceremony was to be held in Madrid on 18 January 2017. UNWTO invited United Nations system entities to contribute to one or more of the action lines laid out in the road map and to broadly advocate for tourism as a tool to achieve sustainable development.

Conclusion

96. **The Committee took note of the information shared by UNWTO.**

Annex I

Agenda

Item 1: Risk, prevention and resilience

Item 2: United Nations system leadership model in the post-2015 era

Item 3: Cross-pillar linkages and the 2030 Agenda for Sustainable Development

Item 4: Equality and non-discrimination at the heart of sustainable development

Item 5: Follow-up to the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants

Item 6: Climate change

Item 7: Summary of information items

- (a) Programme of Action for the Least Developed Countries for the Decade 2011-2020
- (b) Reports of UN-Water, UN-Energy and UN-Oceans

Item 8: Other issues

- (a) Dates and venue of the thirty-third session of the High-level Committee on Programmes
- (b) Any other business

Annex II

List of participants

Chair: Dr. Margaret Chan (WHO)

Vice-Chair: Mr. Navid Hanif (Department of Economic and Social Affairs)

Secretary: Ms. Kayoko Gotoh

United Nations

Executive Office of the Secretary-General	Ms. Karen AbuZayd
	Mr. Paul Akiwumi
Department of Economic and Social Affairs	Mr. Thomas Gass
	Mr. John Wilmoth
Office for the Coordination of Humanitarian Affairs	Mr. Hansjoerg Strohmeyer
Office of the High Commissioner for Human Rights	Mr. Craig Mokhiber
Regional commissions	Mr. Amr Nour
Office for Disaster Risk Reduction	Mr. Neil McFarlane
United Nations Framework Convention on Climate Change	Mr. Halldór Thorgeirsson
Department of Political Affairs	Mr. Stephen Jackson
Peacebuilding Support Office	Mr. Henk-Jan Brinkman
International Labour Organization	Mr. André Bogui
	Mr. Vinincius Pinheiro
Food and Agricultural Organization of the United Nations	Ms. Carla Mucavi
	Mr. Lucas Tavares
	Ms. Armine Avagyan
United Nations Educational, Scientific and Cultural Organization	Ms. Marie-Ange Théobald
	Ms. Marie-Paule Roudil
World Health Organization	Dr. Nata Menabde
	Mr. Werner Obermeyer
	Ms. Ivana Milovanovic

World Bank Group	Mr. Bjorn Erik Glister
International Monetary Fund	Mr. Christopher Lane
International Telecommunication Union	Mr. Gary Fowlie
World Meteorological Organization	Mr. Robert Masters
	Mr. Paul Egerton
International Maritime Organization	Mr. Jesper Holdup
World Intellectual Property Organization	Ms. Lucinda Longcroft
International Fund for Agricultural Development	Mr. Zak Bleicher
United National Industrial Development Organization	Ms. Olga Memedovic
World Tourism Organization	Ms. Cordula Wohlmuther
	Mr. Kazi Rahman
International Atomic Energy Agency	Ms. Tracy Brown
International Organization for Migration	Mr. Ashraf El Nour
	Ms. Lea Matheson
United Nations Conference on Trade and Development	Ms. Chantal Line Carpentier
United Nations Development Programme	Mr. Magdy Martínez-Solimán
	Mr. Jens Wandel
	Mr. Samuel Doe
United Nations Environment Programme	Mr. Elliott Harris
	Ms. Maaike Jansen
Office of the United Nations High Commissioner for Refugees	Ms. Christine Matthews
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Mr. Sam Rose
United Nations Children's Fund	Mr. Ted Chaiban
	Ms. Madhavi Ashok
	Ms. Yuka Nakamura
United Nations Population Fund	Mr. Ramiz Alakbarov

World Food Programme	Mr. Stanlake Samkange
	Mr. Paul Howe
United Nations Office on Drugs and Crimes	Ms. Gillian Murray
	Mr. Gautam Babbar
United Nations Human Settlements Programme	Mr. Naison Mutizwa-Mangiza
	Ms. Yamina Djacta
UN-Women	Ms. Lakshmi Puri
	Mr. Moez Doraid
	Ms. Aparna Mehrotra
United Nations University	Mr. James Cockayne
	Mr. Rahul Chandran
United Nations System Staff College	Ms. Claire Messina
Joint United Nations Programme on HIV/AIDS	Ms. Abigail David
Development Operations Coordination Office	Mr. Alex Warren-Rodriguez
Secretariat of the United Nations System Chief Executives Board for Coordination	Ms. Simona Petrova
	Ms. Xenia von Lilien
	Ms. Cheryl Stafford
	Ms. Catherine Zanev
	Mr. Silvan Scheiwiller

Annex III

Road map for a comprehensive United Nations system strategic approach on climate change action

I. Introduction

1. At its thirty-first session, held in March 2016, the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) approved a set of common core principles for a United Nations system-wide approach to climate action and endorsed, in principle, the suggested priorities for coordinated United Nations system action on climate and requested that they be appropriately taken into account in the second-phase effort to develop, under the leadership of the Assistant Secretaries-General of UNEP, UNDP and the Department of Economic and Social Affairs, a proposed road map for a possible comprehensive strategy, for consideration by the Committee at a future session (see CEB/2016/4, sect. IV and annex VI). CEB subsequently endorsed that decision, which built on prior discussions, including at the thirtieth session of the Committee, held in October 2015, when the Committee had recognized the need for a new system-wide approach to coordinated climate change action to deliver the best possible joint support to Member States, noting that "business as usual" was not an option (see CEB/2015/6, sect. II).

2. In response to the Committee's decision, a draft proposal for the United Nations system strategic approach has been developed by UNDP, UNEP and the Department of Economic and Social Affairs for consideration by the Committee at its current session. This document seeks to provide a starting point for discussions on the substantive elements of a strategic approach, as well as a road map for the process and delivering results. The proposal is informed by guidance received from the Committee at its thirty-first session and is open for inputs and suggestions, particularly to ensure that it is informed by the expertise of all agencies and is relevant and useful for the United Nations system as a whole.

II. Proposal for development of a United Nations system strategic approach on climate change action

3. The proposal is composed of two parts: a section that highlights the rationale, benefits, aim and focus of a potential strategic approach; and a proposed road map that sets out a timeline, as well as a process and working arrangements, for the development of the approach.

A. Need for and benefits of a United Nations system strategic approach on climate change

1. Rationale

4. In light of the comprehensive and ambitious sustainable development and climate change architecture agreed to in 2015, and the growing challenges that

climate change presents for development, the United Nations system is entering an unprecedented era of climate change action and has an important opportunity to organize itself and collaborate better to be responsive to this new context and provide appropriate support for Member States.

5. It is clear that urgent action on climate change is central to the sustainable development agenda. The impacts of climate change can undermine existing development gains and hinder progress to achieve sustainable development. Failure to seize this opportunity will not only mean a failure with respect to Goal 13, the climate goal, but also calls into question the entire range of 17 Sustainable Development Goals. Similarly, climate change action is also an opportunity for sustainable development. Action on climate change through adaptation, mitigation and effective use of finance can drive zero-carbon and risk-informed sustainable development. In a number of key areas, the United Nations system, acting collectively and pooling resources and expertise, has the potential to play an important role in helping Member States to seize this opportunity, building on lessons learned from its pre-2015 climate collaboration.

6. Agreement to important frameworks in 2015, including Agenda 2030, the Paris Agreement on climate change and the Sendai Framework for Disaster Risk Reduction 2015-2030, provide a vision and basis for Member States to take action on climate change, and the United Nations system has a central role to play in supporting this. At the same time, Member States need a unified and coherent approach by the United Nations system to navigate this implementation, to avoid duplication in activities and to capitalize on available expertise.

7. Specifically, the United Nations system is expected to play a leading role in supporting Member States in identifying linkages among the recently agreed frameworks, which will make for more effective implementation Such linkages can often be best identified through pooled expertise and action by United Nations system agencies.

8. A United Nations system strategic approach on climate change that addressed these issues and fostered collective action could help to ensure that the United Nations system was "fit for purpose" for climate support and responsive to Member States' needs in the implementation of the relevant global agreements. By demonstrating how United Nations entities can (and intend to) work better together on climate change, a new joint approach also sends a clear signal to Member States and partners that the system stands ready to give the best possible support to effective climate action and is organizing itself appropriately.

2. Identification of existing gaps and definition of the scope and focus of a strategic approach

9. To complement the above rationale, a number of reviews have been undertaken to understand how to strengthen United Nations support of Member States and map the climate change work already under way within the system. The findings of these reviews are important to define the focus and scope of a potential strategic approach.

10. These reviews have identified several gaps which a new joint approach should address with a view to strengthening United Nations system support to Member States. The gaps include:

(a) Insufficient clarity on the United Nations system's role and added value in implementing and enabling the vision presented by the Paris Agreement and the 2030 Agenda and in raising ambition for climate change action;

(b) Insufficient system guidance on synergies between different 2015 agreements to ensure coherent and streamlined support for the implementation of the 2030 Agenda and the Paris Agreement;

(c) Lack of coordination efforts that are focused on strategic priorities and delivering impact on the ground through joint climate action;

(d) Limited system collaboration in key thematic areas and processes of relevance to the climate agenda, including emerging climate issues.

3. Proposed aims of the strategic approach

11. Building on the above rationale and identified gaps and needs, it is proposed that any United Nations system strategic approach on climate change would have the following aims:

(a) Substantive guidance:

(i) To encourage and guide integrated action in the areas of climate change and sustainable development and to maximize synergies and deliver co-benefits across the 2030 Agenda for Sustainable Development; and to enable the United Nations system to provide better support to Member States to advance these two objectives in tandem;

(ii) To identify and foster action in key thematic areas of relevance to the climate change agenda where improved collaboration and shared expertise is needed and adds value;

(b) Operational guidance:

(i) To act as a guiding framework for catalysing inter-agency collaboration on climate change, whereby a joint United Nations system response will achieve the best possible support for Member States in undertaking climate action;

(ii) To act as a tool to enable and encourage United Nations system entities to collaborate and share expertise to address identified gaps and opportunities in climate change support for Member States.

4. Suggested scope of a strategic approach

12. As underscored at the thirty-first session of the High-level Committee on Programmes and reflected within the agreed common core principles, any possible United Nations system-wide strategic approach on climate change should focus on areas where collaboration within the system can strengthen climate action and provide the best possible support and assistance to Member States in implementing the 2015 agreements. Any joint strategy should also accelerate implementation of

the Sustainable Development Goals and make the climate agenda integral to the overall 2030 Agenda.

13. A possible strategic approach is not intended to limit or review individual agency activities, nor to provide oversight of those individual activities. At a time when numerous United Nations system agencies are already undertaking successful climate actions, the value added of a strategic approach is to focus on galvanizing actions that maximize collaboration within the United Nations system on climate change, based on existing work or where joint approaches can tackle new challenges and avoid duplication with a view to improving effectiveness and ensuring convergence of action within the system. The new approach seeks to enhance system-wide accountability on climate action by deepening corporate sustainability efforts (see www.greeningtheblue.org) and by contributing to emissions reduction through programming.

14. A possible strategic approach should also address the importance of linkages between policy and operational aspects of the United Nations system's work in support of Member States and focus on operationalizing the agreed principles, as highlighted by agencies in their discussion at the thirty-first session of the High-level Committee on Programmes (see CEB/2016/4, sect. IV).

15. Reflecting the concerns that have been expressed by the Committee about creating additional and potentially burdensome strategies, a possible strategic approach should be brief, focused and light-touch to be most accessible and useful for agencies and partners.

5. Expected impact and outcomes

16. As highlighted by the High-level Committee on Programmes at its thirty-first session, any potential strategic approach should be clear on its added value for United Nations system action on climate change. Bearing in mind the need and rationale for such an approach, it is expected that it would have clear impacts and outcomes, adding clear value. These include, but are not limited to:

(a) Facilitating and guiding the convergence and coherence of climate action across the United Nations system;

(b) Improved ability to identify opportunities for and maximize impact of collaboration among United Nations system entities;

(c) Increased capacity of the United Nations system to support Member States' efforts to deliver on the 2015 agreements with regard to climate change;

(d) Increased clarity on services offered by the United Nations system to Member States to implement climate action in support of new and relevant frameworks and agreements;

(e) More effective use of resources by pooling expertise and maximizing synergies across the system to enable more effective climate change outcomes;

(f) Acceleration of the United Nations system's work to mainstream climate change in sustainable development.

B. Proposed content of the strategic approach on climate change action

1. Vision for joint United Nations action on climate change and role of the United Nations system

17. A possible strategic approach could play an important role in outlining the United Nations system's vision for collaboration and joint action on climate change in the post-2015 era. Drawing on the gaps and needs identified above, the discussion at the thirty-first session of the High-level Committee on Programmes and the common core principles for climate action, this vision could show how the United Nations system collectively would operationalize the principles. This could include specifics on:

(a) How and why the entities of the United Nations system will work together, and what services they can offer Member States on climate action in support of implementation of the 2030 Agenda and efforts to increase the ambition of climate action efforts;

(b) How the United Nations system will continue to provide normative space and guidance, at the service of Member States, to strengthen the development and implementation of climate change policy;

(c) How the United Nations system works to identify and support synergies between all relevant agreements for successful climate change action and sustainable development;

(d) How the United Nations system is "organizing itself" and its internal policies on climate change;

(e) How the United Nations system works with partners (including the private sector and civil society) for climate action.

2. Proposed substantive "impact areas" for collaboration

18. As highlighted in this paper, a possible strategic approach would add value if it focused on taking advantage of opportunities for collaborative and/or joint United Nations system work around key areas or issues, where (a) skills, expertise and resources of agencies can be pooled for better and more effective impact; and (b) new and emerging areas of climate change action would benefit from a unified approach by the United Nations system. Action in these areas would support operationalizing the common core principles.

19. Illustrative examples of possible impact areas might include normative guidance on climate change; mainstreaming climate change in development policies, programmes and practice and implementation; disaster risk reduction and resilience; science, technology and knowledge; data and observation, climate finance; humanitarian-climate nexus (including peace and security); and advocacy and constituency mobilization. The concrete impact areas for United Nations system collaboration and joint action are to be developed as part of the actual drafting process of the strategic approach.

C. Format of the strategic approach on climate change action

20. In accordance with the desire to keep any new approach "light-touch", it is proposed that the strategic approach be presented in the form of a short (4 to 6 page) guiding document. The paper would be based on the points outlined above, supplemented by any feedback from HLCP and high-level guidance from CEB.

21. It is proposed that the document be accompanied by two annexes:

(a) A set of common United Nations guiding principles for climate change action, providing the guiding framework for the approach;

(b) An infographic representation of the common United Nations system strategic approach; this is intended to be an easily accessible summary of joint work under way in the United Nations system and the services that the system can provide to Member States.

D. Road map for development of a strategic approach

22. The road map for the strategic approach is contained in the appendix to the present paper.

Appendix

Draft road map for the development of a United Nations system-wide strategic approach on climate change

Phase	*Time frame*	*Action*	*Purpose*	*Coordination*	*Contribution*	*Resource Requirements*
Agreement on way forward	Thirty-first session of HLCP	HLCP to consider the proposal and provide guidance on the way forward	To provide overall feedback and comments on proposed approach and road map for the development of a United Nations system strategic approach on climate change To express interest in contributing to the development of the strategic approach, if agreed upon To identify appropriate coordination arrangements and lead entities to coordinate the development of the system strategic approach	Assistant Secretaries-General of UNEP, UNDP and DESA	HLCP members and observers	Technical inputs from agencies
	October 2016	Finalize proposal based on feedback received during thirty-first session of HLCP and any further written inputs. HLCP members to nominate candidates for participation in core task team that will develop the strategic approach	To ensure that inputs and feedback from HLCP members and observers are appropriately reflected in the final draft proposal To provide an opportunity for all relevant entities to contribute to development of the strategic approach To establish the core task team under the leadership of Assistant Secretaries-General of UNDP, UNEP and DESA	UNDP, UNEP and DESA, with HLCP secretariat	HLCP members and observers	Verbal and written feedback and review from HLCP members and observers; drafting and technical capacity from agencies that wish to contribute to the process of developing the joint approach

Phase	*Time frame*	*Action*	*Purpose*	*Coordination*	*Contribution*	*Resource Requirements*
Guidance and direction received from CEB	November 2016	CEB to address topic of climate change during the session	To receive high-level strategic and policy guidance from CEB as input to the development of the strategic approach on climate change action	CEB secretariat	CEB members	Briefing of CEB members by relevant staff on ongoing process of development of system-wide strategic approach within context of HLCP
Drafting and work undertaken on strategic approach	November 2016-February 2017	Drafting of strategic approach on climate change action (including infographic) through consultative and inclusive process	To develop and agree on key components and impact areas of the approach to ensure it reflects relevant issues and implementation capacities of United Nations system entities	Core task team	UNDG and other relevant inter-agency coordination mechanisms	Drafting and technical capacity from agencies that wish to contribute to the process
	March 2017	Final draft of strategic approach to be considered by HLCP at is thirty-third session for approval and onward transmission to CEB for endorsement	To seek final comments/approval of HLCP	Core task team		
Strategic approach presented for endorsement and finalized	April 2017	United Nations system strategic approach on climate change action to be considered by CEB for endorsement	Chair of HLCP to present approach for endorsement	CEB secretariat	CEB members	
	From March 2017 onwards	Implementation of joint approach	Achievement of objectives of the strategic approach		All United Nations system entities	Implementation capacity

Abbreviations: HLCP, High-level Committee on Programmes; DESA, Department of Economic and Social Affairs of the Secretariat.